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Part V
Regional cooperation for development

Section 23
Regular programme of technical cooperation**

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* A summary of the approved programme budget will be issued as A/68/6/Add.1.

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Overview

Table 23.1 **Financial resources**

(United States dollars)

Approved resources for 2012-2013[a]	**57 676 000**
Changes in line with General Assembly resolution 67/248	**(1 665 500)**
Total resource change	**(1 665 500)**
Proposal by the Secretary-General for 2014-2015[a]	**56 010 500**

[a] At 2012-2013 revised rates.

Overall orientation

23.1 The regular programme of technical cooperation, established by the General Assembly in its resolution 58 (I) in 1946, serves to support developing countries, least developed countries, countries with economies in transition and countries emerging from conflict in their capacity-development efforts. Those efforts are geared towards achieving internationally agreed development goals and the outcomes of United Nations conferences and summits, including the Millennium Development Goals. The programme's broad objective is to support and advance processes aimed at developing the capacity of Governments, through both individuals and institutions, to formulate and implement policies for sustainable economic and social development. The sharing of experiences across countries and regions, South-South cooperation, the use of national expertise from the beneficiary countries to the extent possible, and the building of knowledge networks to facilitate continued exchange and assistance and promote sustainability are characteristic of the programme.

23.2 The regular programme of technical cooperation enables the United Nations Secretariat to offer Member States access to the diverse global and regional specialized development expertise and knowledge readily available within the programme's implementing entities: the Department of Economic and Social Affairs, the five regional commissions (the Economic Commission for Africa (ECA), the Economic and Social Commission for Asia and the Pacific (ESCAP), the Economic Commission for Europe (ECE), the Economic Commission for Latin America and the Caribbean (ECLAC) and the Economic and Social Commission for Western Asia (ESCWA)), the United Nations Conference on Trade and Development (UNCTAD), the United Nations Office on Drugs and Crime (UNODC), the United Nations Human Settlements Programme (UN-Habitat), the Office for the Coordination of Humanitarian Affairs and the Office of the United Nations High Commissioner for Human Rights (OHCHR).

23.3 The capacity-development activities of the implementing entities draw substantively from their normative and analytical work and respond to the policy guidance and programmes of action agreed by Member States through the intergovernmental mechanisms. This enables developing countries to benefit from both the knowledge acquired through that work and from the experiences of different geographic regions, allowing for the sharing and exchange of innovative and good practices. Of equal importance is the contribution that the capacity-development work brings to the normative and analytical activities and, ultimately, to the support provided to the intergovernmental dialogue. The action agenda stemming from the outcome of the United Nations Conference on Sustainable Development is expected to be a major driver of country demands for services through the regular programme of technical cooperation, and, in turn, results achieved could provide important feedback to the new mechanisms established to implement the decisions taken at the Conference.

23.4 General Assembly resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development has affirmed the programme's key orientations, such as

South-South cooperation, the promotion and transfer of new and emerging technologies, the use of national expertise, and supporting knowledge-sharing, including in the compilation of best practices and successful development experiences. At the same time, the quadrennial comprehensive policy review also stresses a number of strategic orientations for capacity-development activities, including on the mainstreaming of sustainable development, support to countries on inclusive, equitable, participatory, transparent and accountable national processes, assigning highest priority to poverty eradication and strengthening national capacities to address poverty eradication.

23.5 The programme continues to be an important source of complementary technical assistance enabling the Organization to respond to specific requests for capacity development on issues that United Nations entities are mandated to address, but that may fall outside the established priorities of the voluntarily financed programmes and the expertise of United Nations country teams. It thus provides a vehicle through which countries can harness the expertise that exists within the United Nations development system, especially non-resident entities, in support of the wider set of mandates to implement the internationally agreed development goals, norms and standards. The ability of the regular programme of technical cooperation to respond flexibly and on short notice to specific requests of developing countries for small-scale but urgent requirements as defined by them, as well as to enable countries to forge common responses and approaches to address issues affecting countries with geographically shared boundaries, or facing similar situations, and to exchange and transfer new knowledge, skills and technologies, differentiates it from other technical cooperation support available within the United Nations system.

23.6 The strategic use of the resources of the programme is becoming more defined within the overall capacity-development strategy of the respective implementing agencies and is used complementary to other development funds, including the Development Account and extrabudgetary resources, which optimizes its impact through strengthened linkages and follow-through. Some entities have developed integrated working plans for their capacity-development activities to promote greater synergy across themes, as well as regional and in-country support.

23.7 Global and regional entities of the United Nations Secretariat implementing activities under the programme coordinate those activities through established internal mechanisms. The Executive Committee on Economic and Social Affairs, whose main focus is the harmonization of its members' programmes, helps to achieve a rational division of labour and complementarity between the global and regional entities by promoting programmatic coordination and identifying synergies for operational work. At another level, the engagement of implementing entities within the United Nations Development Group brings about greater awareness by a larger group of entities of the specific expertise and operational strengths available in the United Nations system, thereby increasing potential cooperation to implement projects and undertake operational work at the country level, and improving system-wide coherence in the context of relevant country processes and cooperation frameworks.

23.8 The implementing entities of the regular programme of technical cooperation are all non-resident agencies. As such, they engage with the Resident Coordinator and resident agencies to maximize the impact of country-level development work. Such cooperation allows access to up-to-date information on national development priorities and better positioning in the broader development cooperation environment. For resident agencies, it allows access to the knowledge and expertise of non-resident agencies. This cooperation can include joint programming, including through the common country assessment, the United Nations Development Assistance Framework and the poverty reduction strategy paper process, as well as joint needs assessments and, where appropriate, joint fundraising.

23.9 Many non-resident agencies have entered into institutional cooperation agreements with resident agencies, often in the form of memorandums of understanding. Some Resident Coordinators have a dedicated liaison officer to engage with non-resident agencies. There has been improvement in the non-resident agency/resident agency cooperation in terms of better communication and coordination, including through increased awareness of each others' mandates, participation in knowledge networking and better advance planning by the non-resident agencies when undertaking country missions by directly engaging with the resident coordination offices and resident agencies on country-level work. The ongoing work of the UNCTAD inter-agency cluster on trade and productive capacities is an illustration of the type of efforts to foster greater awareness within a particular thematic area, with the aim of increased cooperation. Ongoing efforts within the United Nations Development Group in further harmonization and simplification of programming and administrative processes and procedures, learning from the "Delivering as one" pilot countries' experiences and recommendations from the independent evaluation of "Delivering as one", are aimed at further enhancing the effectiveness and efficiency of the Organization's country-level work.

23.10 Cooperation with partners within the broader development assistance community, including the Bretton Woods institutions, the Organization for Economic Cooperation and Development (OECD), regional development banks and other regional organizations will continue to be pursued as partners work together to align with and improve coherence of development priorities among country clusters (least developed countries/landlocked least developing countries/small island developing States), within regional and subregional groupings, and at the country level for greater impact of the programme's activities in the field.

23.11 In line with General Assembly resolution 2514 (XXIV) and Economic and Social Council resolution 1434 (XLVII), activities financed under the present budget section will continue to focus on short-term advisory services, training and field projects as outlined below. Activities will be based on needs expressed by Member States and by regional and subregional cooperation groups, either at the request of a State or as guided by the intergovernmental process, bearing in mind the criteria set forth for the purposes and uses of the programme.

Short-term advisory services

23.12 Advisory services ensure the provision of high-level technical expertise, the transfer of knowledge from global and regional entities to Governments on policy-related issues and development strategies and the formulation, assessment or evaluation of projects and programmes. The interregional and regional advisers represent the critical interface between the countries and the implementing entities, facilitating country-level access to the expertise of the Organization. The services are often provided through the modality of advisory missions, which are planned, implemented and followed up through mechanisms utilizing information and communications technology. Advisory missions often lead to the formulation of technical cooperation projects, implemented either by a Government or in partnership with a United Nations entity. Advisory missions also lead to Development Account projects, providing a natural platform to pursue longer term and sustainable support to the countries. This serves to enhance the multiplier effect and the longer-term impact of the mission. Advisory missions also provide technical support, including monitoring and evaluation, to nationally executed programmes, thereby ensuring that programme implementation is consistent with the outcomes of United Nations conferences.

23.13 In order to ensure that the pool of interregional/regional advisers represents the highest calibre of technical skills and knowledge, all implementing entities of the programme have committed to updating their advisory capacities, in order to be able to replace advisers as needed to ensure that they have the best skills and knowledge to respond to the changing needs of Member States. Extensions are reviewed on an annual basis by senior-level departmental panels, which include a review of the advisory services provided during the past period and an examination of a results-based workplan, which is fully integrated within the subprogramme's technical cooperation programme, for the forthcoming period. While there is an annual review of the advisory skills needed during the next period, the positions are automatically redefined at the 5-year mark to better respond to the changing needs of countries and to address new and emerging concerns. This may result in a total change of competencies and skills or the redefinition of the positions' sectoral focus to address a specific technical area (for example, global geospatial information management).

23.14 In line with past intergovernmental guidance, the implementing entities have taken steps to utilize complementary mechanisms for the provision of advisory services, including the recruitment of short-term advisers who respond to very specific, distinct assignments of a limited duration, as well as consultancy assignments, where national and regional expertise are drawn upon, particularly when addressing issues which are country-specific, for which expert knowledge of national/regional issues is fundamental in ensuring the most relevant and targeted support. The entities also rely on national or regional institutions, particularly in the context of national workshops, which ensures the transfer of local knowledge and expertise and promotes local follow-up actions.

Field projects

23.15 Field projects to develop capacity may originate in response to either specific Government requests or proposals by the concerned entities in the context of their approved substantive work programmes. Such projects may be country-based but can also be interregional or subregional, and are geared towards testing and operationalizing new approaches to development needs or to filling gaps where funds from other sources are insufficient to cover priority areas. Field projects are often a collaborative undertaking of several entities aimed at maximizing the multiplier effect of the development cooperation activity.

Training

23.16 Training is aimed at building knowledge and skills that will contribute to strengthening national capacity for policy development and the effective implementation of national policies. Training is often conducted through seminars and workshops, as well as through the provision of short-term fellowships, which foster more in-depth reviews and opportunities for learning. The exchange of good practices and South-South cooperation are consistently fostered. The main consideration guiding the training conducted under the programme is that the topics should play a catalytic role in the development process and should contribute to linking local needs and conditions with the follow-up of major conferences. Even where the organizing entity is a global one, the participation of the relevant regional commissions is encouraged in the interest of sustainability and continued regional support after the event.

23.17 The overarching objective that guides the programming of the resources allocated to individual entities under the programme and the overall strategy and criteria followed for implementation are:

(a) *Objective*. The objective is to support, through the transfer of knowledge and expertise, developing countries, least developed countries, countries with economies in transition and countries emerging from conflict in their efforts to develop the capacity to achieve internationally agreed development goals and the outcomes of United Nations conferences and summits;

(b) *Strategy*. The strategy to promote the above objective consists of:

(i) Responding to requests of Governments for urgent advice on policy-related issues;

(ii) Providing Governments with specific advice on sectoral matters relevant to their development strategies and programmes;

(iii) Assisting Governments in the formulation or evaluation of programmes and projects leading to the enhancement of national programmes;

(iv) Developing networks of experts and practitioners in the respective sectoral areas to facilitate information-sharing, synergies and potential collaboration, especially through information and communications technology, workshops and seminars;

(c) *Criteria.* The following criteria are relevant to all implementing entities of the programme:

(i) Activities should be responsive primarily to the requests of developing countries and be of a short-term nature (i.e. conceived and implemented within less than two calendar years); longer-term initiatives that require a phased approach and that build on knowledge acquired through previous interventions may continue, pending the mobilization of external resources;

(ii) Activities should fall within one of the priority areas of the implementing entity as mandated by its governing body, and the entity should play a demonstrable leadership role in normative and analytical functions related to the activities;

(iii) Activities should build capacity in developing countries, including for meeting treaty and related normative obligations, and, through the sharing of experience gained at the country level, enrich the analytical functions of the implementing entity for the benefit of all Member States;

(iv) Activities that aid in the preparation of specialized components of a country's development strategy or that help to prepare requests for larger-scale funding from other sources are encouraged.

23.18 Modalities used for the delivery of technical cooperation are intended to be flexible, utilizing those best suited to the specific objective being pursued, including but not limited to advisers, consultants, training, fellowships, distance learning, toolkits, knowledge networks and field projects.

23.19 Given the nature of the programme, its presentation in the proposed programme budget remains at the level of major sectoral themes with an indication of the entities responsible for implementation. At the same time, linkages with the biennial programme plan for the period 2014-2015 (A/67/6/Rev.1), indicating the relationship of the proposed activities to the relevant part of the biennial programme plan, are systematically provided at the subprogramme level.

23.20 Consistent efforts are made to incorporate results-based budgeting into the implementation of capacity-development activities funded under the regular programme of technical cooperation. The logical framework was initiated in the biennium 2004-2005 at the section level, expanded to the programme level in 2006-2007 and further expanded to the subprogramme level in 2008-2009 for each of the 52 subprogrammes that currently provide services under the regular programme of technical cooperation. Each subprogramme and, by extension, each related entity, is directly accountable for defining expected accomplishments, determining the appropriate indicators of achievement and, ultimately, achieving results.

23.21 The information contained in the present section of the proposed programme budget for the biennium 2014-2015 include: (a) expected accomplishments; (b) indicators of achievement, including benchmarks; (c) a budget summary; (d) an output summary; (e) more detailed information on activities, outputs, projects; and (f) an impact summary. In accordance with the request made by the Advisory Committee on Administrative and Budgetary Questions in its first report on the proposed programme budget for 2012-2013 (A/66/7) in that the impact summary be improved, the present section of the proposed programme budget attempts to define the results to be achieved within both the current and the future bienniums. The financial tables for the individual subprogrammes also reflect the actual expenditure data for 2010-2011, resources at revised rates for 2012-2013 and estimated requirements for 2014-2015 by object of expenditure.

23.22 Since the biennium 2006/2007, the achievements attained within the framework of the regular programme of technical cooperation have been reflected in the report on programme performance of the United Nations. The number of projects prepared, follow-up funding generated, conventions ratified and acceded to or reporting obligations met, and new legislation or policies adopted by the countries served, as well as implementation constraints, lessons learned from addressing them and knowledge gained from monitoring and evaluation were included in the programme performance reports (A/63/70, A/65/70 and A/67/70).

23.23 The first progress report on the regular programme of technical cooperation was submitted for the first time to the Advisory Committee on Administrative and Budgetary Questions in conjunction with the review of the proposed programme budget for the biennium 2012-2013. In its report A/66/7, the Advisory Committee requested that similar information be provided to it in advance of its consideration of the proposed biennial resource requirements for the regular programme of technical cooperation. The second progress report is hence being submitted in conjunction with the proposed programme budget for the biennium 2014-2015. The report is intended to illustrate and showcase the impact and results achieved by the implementing entities through their delivery of the programme.

Overview of resources

23.24 The overall resources proposed for the biennium 2014-2015 for this section amount to $56,010,500 before recosting, reflecting a decrease of $1,665,500 (or 2.9 per cent) compared with the resources for 2012-2013 at revised rates. The resource changes have been effected in accordance with General Assembly resolution 67/248.

Table 23.2 **Financial resources by component**
(Thousands of United States dollars)

(1) *Regular budget*

			Resource changes								
	2010-2011 expenditure	*2012-2013 resources at revised rates*	*Technical adjustment (delayed impact and non-recurrent)*	*New mandates and inter-component changes*	*In line with resolution 67/248*	*Reflected in budget outline report*[a]	*Total*	*Percentage*	*Total before recosting*	*Recosting*	*2014-2015 estimate*
A. Sectoral advisory services	19 667.6	23 616.0	–	–	(682.0)	–	(682.0)	(2.9)	22 934.0	965.0	23 899.0
B. Regional and subregional advisory services	29 222.0	34 060.0	–	–	(983.5)	–	(983.5)	(2.9)	33 076.5	2 999.1	36 075.6
Total	**48 889.6**	**57 676.0**	**–**	**–**	**(1 665.5)**	**–**	**(1 665.5)**	**(2.9)**	**56 010.5**	**3 964.1**	**59 974.6**

[a] A/67/529 and Corr.1.

Changes in line with General Assembly resolution 67/248

23.25 Resource changes of $1,665,500 are proposed in line with General Assembly resolution 67/248. The primary areas of those reductions and related impacts are outlined in table 23.3 below.

Table 23.3 **Resource changes in line with General Assembly resolution 67/248**

Item	*Net reductions in inputs*	*Description*	*Reductions in the volume of outputs*	*Reductions in performance targets*
1	**Department of Economic and Social Affairs**			
	Reduction: General temporary assistance	Total net reduction: $385,000 The number of advisory services that provide direct country-level assistance will be reduced. A 25 per cent reduction of the workforce in the subprogramme for sustainable development will have an impact on the formulation of new projects, fundraising initiatives and timely implementation of the subprogramme's existing capacity-development portfolio.	The number of advisory services would be reduced from 211 in 2012-2013 to 203 in 2014-2015. The number of seminars/workshops would be reduced from 78 in 2012-2013 to 69 in 2014-2015.	–
2	**UNCTAD**			
	Reduction: General temporary assistance	Total reduction: $74,100 The reduction will result in less resources for advisory services and will have an impact on the provision of country-specific policy advice and support for regional training courses.	–	–
3	**UN-Habitat**			
	Reduction: General temporary assistance	Total reduction: $36,500 The number of technical advisory missions on urban development issues will be reduced.	–	–
4	**UNODC**			
	Reduction: General temporary assistance	Total reduction: $45,200 There will be no short-term contracts for ad hoc advisory services; activities will be carried out by only two interregional advisers.	–	–

Item	*Net reductions in inputs*	*Description*	*Reductions in the volume of outputs*	*Reductions in performance targets*
5	**OHCHR**			
	Reduction: Consultants Participants in seminars	Total reduction: $109,400 The overall number of activities will not be reduced, but the regional reach and scope of the activities will be reduced as will the participation of a number of key actors, such as governments, national human rights institutions and civil society stakeholders. This would reduce the access of national and regional actors to institutionalized human rights training and educational programmes. Reducing the number of participants would mitigate the impact.	The number of participants in seminars would be reduced from 625 in 2012-2013 to 585 in 2014-2015.	–
6	**Office for the Coordination of Humanitarian Affairs**			
	Reduction: General temporary assistance Travel of staff	Total reduction: $31,800 The provision of technical advice on contingency planning to be given to governments by the senior adviser will be limited to a period of 10 months in the second year of the biennium; in order to maintain performance and delivery levels, the organization will consolidate missions to locations that are near each other; also, the frequency of updating crisis contingency plans would be reduced.	–	–
7	**ECA**			
	Reduction: Travel of staff Fellowships, grants, contributions	Total reduction: $368,300 Taking into account the restructuring of the ECA programme of work and the reduction of a number of subprogrammes, it is not expected that the reduction would affect the provision of advisory services and training activities.	–	–

Item	*Net reductions in inputs*	*Description*	*Reductions in the volume of outputs*	*Reductions in performance targets*
8	**ESCAP**			
	Reduction: Consultants Travel of staff Fellowships, grants, contributions	Total reduction: $176,400 The scale of activities would be reduced, which would affect the geographic scope of the remaining technical cooperation activities. The reduction will also result in less research and analytical work in preparing papers and background documents for workshops/seminars; reduced number and scale of projects; reduced capacity-building initiatives; reduced travel of staff to facilitate and lead regional discussions; and reduced capacity to respond to member States' requests. There will also be a reduction in the number and duration of capacity-building training workshops and seminars, as well as fewer beneficiaries from member States whose participation at those workshops could have been accommodated by ESCAP.	–	–
9	**ECE**			
	Reduction: General temporary assistance	Total reduction: $111,600 The reduction will result in a decrease in the number of field projects.	The number of field projects would be reduced from 11 in 2012-2013 to 10 in 2014-2015.	–
10	**ECLAC**			
	Reduction: General temporary assistance	Total reduction: $173,900 The proposed reduction would affect the capacity of ECLAC to conduct subregional activities, especially in the area of climate change mitigation and adaptation. The number of countries receiving assistance would be reduced.	The number of seminars/workshops would be reduced from 50 in 2012-2013 to 49 in 2014-2015.	–

Item	Net reductions in inputs	Description	Reductions in the volume of outputs	Reductions in performance targets
11	**ESCWA**			
	Reduction: General temporary assistance	Total reduction: $153,300 The reduction will result in shorter contracts for the Commission's regional advisers. The proposed reduction of general temporary assistance would result in fewer dedicated resource persons for regular programme of technical cooperation activities, affecting the depth of the expertise offered.	–	–

23.26 The distribution of resources by component, object of expenditure and subprogramme is summarized in tables 23.2 to 23.5. A summary of outputs by implementing entity is provided in table 23.7.

Table 23.4 **Requirements by component**
(Thousands of United States dollars)

Regular budget

	2010-2011 expenditure	2012-2013 resources at revised rate	Resource changes		Total before recosting	Recosting	2014-2015 estimate
			Amount	Percentage			
A. Sectoral advisory services	19 667.6	23 616.0	(682.0)	(2.9)	22 934.0	965.0	23 899.0
B. Regional and subregional advisory services	29 222.0	34 060.0	(983.5)	(2.9)	33 076.5	2 999.1	36 075.6
Total	**48 889.6**	**57 676.0**	**(1 665.5)**	**(2.9)**	**56 010.5**	**3 964.1**	**59 974.6**

Table 23.5 **Requirements by object of expenditure**
(Thousands of United States dollars)

Regular budget

	2010-2011 expenditure	2012-2013 resources at revised rate	Resource changes		Total before recosting	Recosting	2014-2015 estimate
			Amount	Percentage			
Other staff costs	30 235.7	31 054.3	(777.4)	(2.5)	30 276.9	2 475.7	32 752.6
Consultants	3 811.9	6 211.3	(232.2)	(3.7)	5 979.1	947.9	6 927.0
Experts	24.5	–	–	–	–	–	–
Travel of representatives	505.3	482.5	(482.5)	(100.0)	–	–	–
Travel of staff	5 335.1	5 833.1	13.8	0.2	5 846.9	277.9	6 124.8
Contractual services	61.7	157.4	1.9	1.2	159.3	6.5	165.8
General operating expenses	69.4	92.0	(5.9)	(6.4)	86.1	4.6	90.7
Supplies and materials	14.6	4.0	–	–	4.0	0.5	4.5

	2010-2011 expenditure	2012-2013 resources at revised rate	Resource changes		Total before recosting	Recosting	2014-2015 estimate
			Amount	Percentage			
Furniture and equipment	90.6	122.7	(6.1)	(5.0)	116.6	27.5	144.1
Grants and contributions	8 740.8	13 718.7	(177.1)	(1.3)	13 541.6	223.5	13 765.1
Total	**48 889.6**	**57 676.0**	**(1 665.5)**	**(2.9)**	**56 010.5**	**3 964.1**	**59 974.6**

Table 23.6

Requirements by subprogramme

(Thousands of United States dollars)

	2010-2011 expenditure	2012-2013 resources at revised rate	Resource changes		Total before recosting	Recosting	2014-2015 estimate
			Amount	Percentage			
A. Sectoral advisory services							
1. Department of Economic and Social Affairs	11 384.0	13 332.2	(385.0)	(2.9)	12 947.2	616.0	13 563.2
2. Trade and development	1 851.7	2 566.2	(74.1)	(2.9)	2 492.1	48.8	2 540.9
3. Human settlements	1 070.3	1 262.4	(36.5)	(2.9)	1 225.9	124.2	1 350.1
4. International drug control, crime and terrorism prevention and criminal justice	1 476.0	1 564.2	(45.2)	(2.9)	1 519.0	74.9	1 593.9
5. Human rights	3 209.7	3 789.9	(109.4)	(2.9)	3 680.5	56.8	3 737.3
6. Humanitarian assistance	676.0	1 101.1	(31.8)	(2.9)	1 069.3	44.3	1 113.6
B. Regional and subregional advisory services							
1. Economic and social development in Africa	10 041.2	12 753.8	(368.3)	(2.9)	12 385.5	1 959.2	14 344.7
2. Economic and social development in Asia and the Pacific	5 649.1	6 109.9	(176.4)	(2.9)	5 933.5	343.2	6 276.7
3. Economic development in Europe	3 445.6	3 865.3	(111.6)	(2.9)	3 753.7	66.4	3 820.1
4. Economic and social development in Latin America and the Caribbean	5 627.1	6 023.1	(173.9)	(2.9)	5 849.2	347.2	6 196.4
5. Economic and social development in Western Asia	4 459.0	5 307.9	(153.3)	(2.9)	5 154.6	283.1	5 437.7
Total	**48 889.6**	**57 676.0**	**(1 665.5)**	**(2.9)**	**56 010.5**	**3 964.1**	**59 974.6**

Table 23.7 **Summary of outputs by implementing entity**

	Advisory services			*Seminars/workshops (participants)*[a]			*Fellowships*			*Field projects*			*Total activities*		
	2010-2011	*2012-2013*	*2014-2015*	*2010-2011*	*2012-2013*	*2014-2015*	*2010-2011*	*2012-2013*	*2014-2015*	*2010-2011*	*2012-2013*	*2014-2015*	*2010-2011*	*2012-2013*	*2014-2015*
Department of Economic and Social Affairs	139	211	203	91 (6 332)	78 (3 825)	69 (3 970)	40	40	30	–	–	–	270	329	302
UNCTAD	22	22	22	20 (842)	31 (1 100)	25 (900)	85	120	100	–	–	–	127	173	147
UN-Habitat	35	45	45	– –	2 (300)	2 (300)	–	–	–	–	–	–	35	47	47
UNODC	50	60	60	16 (800)	16 (800)	16 (800)	–	–	–	20	20	20	86	96	96
OHCHR	83	84	84	20 (500)	25 (625)	25 (585)	20	40	40	–	–	–	123	149	149
Office for the Coordination of Humanitarian Affairs	30	32	34	12 (160)	16 (160)	16 (160)	2	2	2	–	–	–	44	50	52
ECA	188	294	376	33 (483)	40 (565)	34 (496)	1	2	–	1	3	–	223	339	410
ESCAP	139	117	118	75 –	104 –	114 –	–	–	–	–	–	–	214	221	232
ECE	112	122	124	59 (2 912)	54 (1 690)	55 (1 750)	–	–	–	10	11	10	181	187	189
ECLAC	294	284	304	37 (750)	50 (1 275)	49 (1 285)	12	13	11	21	19	22	364	366	386
ESCWA	138	163	173	20 (722)	26 (670)	31 (730)	11	13	6	1	2	–	170	204	210
Total	**1 230**	**1 434**	**1 543**	**383 (13 501)**	**442 (11 010)**	**436 (10 976)**	**171**	**230**	**189**	**53**	**55**	**52**	**1 837**	**2 161**	**2 220**

[a] The number of participants attending the total number of workshops is reflected in brackets, where applicable.

A. Sectoral advisory services

Table 23.8 **Summary of requirements by subprogramme and implementing office**[a]

(Thousands of United States dollars)

			2014-2015						
	2010-2011 expenditure	*2012-2013 resources at revised rates*	*Department of Economic and Social Affairs*	*UNCTAD*	*UN-Habitat*	*UNODC*	*OHCHR*	*Office for the Coordination of Humanitarian Affairs*	*Total 2014-2015 estimates*
Social policy and development	1 600.3	1 810.0	2 213.1	–	–	–	–	–	2 213.1
Sustainable development	3 961.6	3 085.5	2 699.5	–	–	–	–	–	2 699.5
Statistics	2 017.3	2 629.7	2 652.9	–	–	–	–	–	2 652.9
Development policy and analysis	–	1 951.5	2 016.7	–	–	–	–	–	2 016.7
Public administration and development management	3 804.8	2 682.5	2 707.7	–	–	–	–	–	2 707.7
Sustainable forest management	–	607.9	643.3	–	–	–	–	–	643.3
Financing for development	–	595.1	630.0	–	–	–	–	–	630.0
Globalization, interdependence and development	370.3	513.2	–	508.1	–	–	–	–	508.1
Investment and enterprise	370.3	513.2	–	508.1	–	–	–	–	508.1
International trade	370.3	513.2	–	508.1	–	–	–	–	508.1
Technology and logistics	370.3	513.2	–	508.1	–	–	–	–	508.1
Africa, least developed countries and special programmes	370.5	513.4	–	508.5	–	–	–	–	508.5
Regional and technical cooperation	1 070.3	1 262.4	–	–	1 350.1	–	–	–	1 350.1
Justice, technical cooperation and field support	1 476.0	1 564.2	–	–	–	1 593.9	–	–	1 593.9
Advisory services, technical cooperation and field activities	3 209.7	3 789.9	–	–	–	–	3 737.3	–	3 737.3
Coordination of humanitarian action and emergency response	448.1	760.4	–	–	–	–	–	773.6	773.6
Emergency support services	227.8	340.7	–	–	–	–	–	340.0	340.0
Total	**19 667.6**	**23 616.0**	**13 563.2**	**2 540.9**	**1 350.1**	**1 593.9**	**3 737.3**	**1 113.6**	**23 899.0**

[a] The breakdown is subject to change in response to assistance requests received and is shown for indicative purposes only.

23.27 The requirements for sectoral advisory services amount to $23,899,000, or 39.8 per cent of the total resources proposed under the present section, and cover the 17 sectors shown in table 23.8 above. It is anticipated that 708 work-months of interregional advisory services will be required during the biennium 2014-2015, compared with 792 work-months required during the biennium 2012-2013.

1. Economic and social affairs: $13,563,200

23.28 The activities under economic and social affairs are implemented by the Department of Economic and Social Affairs in support of programme 7 of the biennial programme plan for the period 2014-2015 (A/67/6/Rev.1). More specifically, the Department's activities under the regular programme of technical cooperation will provide support for formulating national policies which integrate global conference outcomes at the country level, in particular in relation to the achievement of the internationally agreed development goals. In the biennium 2014-2015, the Department will focus on assisting countries to better integrate social, economic and environmental policies and strategies to achieve inclusive and sustained economic growth, poverty eradication and sustainable development through capacity-development activities in the following five priority areas: (a) strengthening of statistical capacities; (b) sustainable development, including climate change mitigation and adaptation, particularly in the follow-up to the United Nations Conference on Sustainable Development in 2012; (c) public administration, information and communications technology (ICT) and development and e-government; (d) social integration and inclusion of vulnerable groups; and (e) policy advisory services on macroeconomic issues. The Department will work closely with the five regional commissions, Resident Coordinators and the United Nations Development Programme (UNDP) regional teams for effective coordination.

23.29 The Department will continue to pursue an integrated approach that brings together interrelated strands of work in each area to ensure synergy and appropriate interface, based on specific needs of country-level or intercountry cooperation and considering the support provided by other United Nations system organizations and partners. The Department brings countries together based on common needs, on shared platforms of learning, in order to exchange experiences in areas where capacity gaps have been identified and where the Department has comparative advantage. In selected countries, the Department collaborates with national authorities and partners in piloting models, innovative approaches, and instruments, and thus helps catalyse longer-term and larger scale interventions by other development partners.

Table 23.9 **Requirements by object of expenditure**

(Thousands of United States dollars)

Regular budget

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*Resource changes*		*Total before recosting*	*Recosting*	*2014-2015 estimate*
			Amount	*Percentage*			
Other staff costs	5 863.4	8 374.7	(385.0)	(4.6)	7 989.7	379.7	8 369.4
Consultants	1 400.0	692.7	10.7	1.5	703.4	33.4	736.8
Experts	23.3	–	–	–	–	–	–
Travel of staff	1 471.6	1 385.5	29.1	2.1	1 414.6	67.3	1 481.9
Contractual services	33.8	79.5	30.7	38.6	110.2	5.5	115.7
General operating expenses	3.9	–	–	–	–	–	–
Furniture and equipment	1.5	20.7	(6.1)	(29.5)	14.6	0.6	15.2
Grants and contributions	2 586.4	2 779.1	(64.4)	(2.3)	2 714.7	129.5	2 844.2
Total	**11 384.0**	**13 332.2**	**(385.0)**	**(2.9)**	**12 947.2**	**616.0**	**13 563.2**

Subprogramme 1. Social policy and development

Implementing entity: Department of Economic and Social Affairs, Division for Social Policy and Development

Relationship to the biennial program plan for the period 2014-2015: programme 7, Economic and social affairs, subprogramme 2, expected accomplishment (b)

Objective: To increase knowledge of and acquired skills for implementing social policies with a view to strengthening the capacity of developing countries at the national and community levels

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	870.9	1 370.6	1 438.8
Consultants	149.5	68.4	115.2
Travel of staff	289.9	111.2	280.5
Contractual services	30.1	31.8	52.4
Furniture and equipment	1.5	5.3	10.0
Participants in seminars	258.4	222.7	316.2
Total	**1 600.3**	**1 810.0**	**2 213.1**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*
(a) Enhanced capacities to develop and implement social policies and programmes that integrate economic and environmental trends	(a) Number of national personnel trained to develop and implement social policies at the national and community levels and number of persons who declare the intention to use the knowledge and skills acquired in their work Baseline 2010-2011: 400 Estimate 2012-2013: 420 Target 2014-2015: 430	In line with the outcome document of the United Nations Conference on Sustainable Development, calling for the meaningful involvement and active participation of all major social groups in sustainable development, the United Nations Millennium Declaration as well as the Copenhagen Declaration and Programme of Action, the subprogramme will conduct its capacity-development activities to strengthen national capacities for social development. Particular attention will be given to providing assistance to developing countries and countries with economies in transition to design national social policies that take into account the latest global economic and environmental trends. Priority will be given to issues related to persons with disabilities in the context of the ratification and implementation of the provisions of the Convention on the Rights of Persons with Disabilities. The subprogramme's resources will be used to complement activities under the Development Account project in Africa on disability issues. The advisory and capacity-building work of the subprogramme on issues related to indigenous peoples will be enhanced by activities under the Development Account project on engagement of indigenous leaders, to be implemented in 2014-2015. Issues related to ageing will be addressed in the framework of the development of the United Nations integral international legal instrument (Convention) to promote and protect the rights and dignity of older persons and in the context of the second review and appraisal of the Madrid International Plan of Action on Ageing. The subprogramme will continue to support governments in engaging young people in national development in follow-up to the International Youth Year and implementation of the World Programme of Action on Youth. Partnerships with the United Nations Population Fund (UNFPA), the United Nations Children's Fund (UNICEF) and the International Labour Organization (ILO) in particular will be critical to leverage the Division's activities in the areas of youth, ageing and cooperatives. Partnerships with UNDP and OHCHR will be strengthened particularly in the areas of indigenous issues, disability and ageing.
(b) Strengthened capacities and enhanced mechanisms for social integration and inclusion for social groups	(b) Increased number of Member States reporting progress at intergovernmental meetings on social integration and strengthened social inclusion Baseline 2010-2011: 60 Estimate 2012-2013: 70 Target 2014-2015: 75	

Output summary (participants)				*Impact summary (estimate and expected progress of 2014-2015 and 2012-2013)*
	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*	In 2012-2013, advisory services provided support in Armenia, Albania, Belarus, Nepal, the Republic of Moldova and Tajikistan to promote greater attention to issues related to ageing, disability, the family and indigenous peoples, to strengthen awareness and increase social inclusion. National capacity-development workshops were organized in collaboration with United Nations country teams in Albania on ageing and social assessment, in Armenia on active ageing, in the Republic of Moldova on ageing and in Tajikistan on the Convention of the Rights of Persons with Disabilities. Regional workshops were organized in Ethiopia and Thailand. Approximately 200 persons received training during 2012, and a similar number is expected in 2013. The training increased their awareness of and capacities to implement policies and programmes to benefit particular social groups by providing them with information and practical skills for implementation in areas such as evidence-based policymaking, mainstreaming, participatory methodologies and use of logical frameworks. In the biennium 2014-2015, the subprogramme will aim at strengthening national capacities to design and implement social policies adjusted to the new dynamics in global economic and environmental trends that will promote achieving equitable social development and society for all.
Advisory services	24	30	32	
Seminars/workshops	5 (400)	9 (450)	13 (530)	
Total	**29**	**39**	**45**	

Subprogramme 2. Sustainable development

Implementing entity: Department of Economic and Social Affairs, Division for Sustainable Development

Relationship to the biennial programme plan for the period 2014-2015: programme 7, subprogramme 3, expected accomplishment (c)

Objective: To enhance the technical, human and institutional capacities of developing countries and countries with economies in transition to formulate and implement strategies, policies, frameworks and mechanisms for implementation of the outcome of the United Nations Conference on Sustainable Development through greater integration of social, economic and environmental dimensions of sustainable development

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	1 456.8	2 077.7	1 748.4
Consultants	814.2	119.5	125.2
Travel of staff	414.1	322.3	303.7
Contractual services	–	47.7	19.1
Participants in seminars	1 276.5	518.3	503.1
Total	**3 961.6**	**3 085.5**	**2 699.5**

Expected accomplishments	*Indicators of achievement*
(a) Enhanced capacities to promote and implement policies and frameworks/ mechanisms that support integrated water resources management, energy and transport for sustainable development	(a) Increased number of commitments by developing countries to integrated water resources management and to integrate renewable energy and energy efficiency into policies Baseline 2010-2011: 20 Estimate 2012-2013: 23 Target 2014-2015: 25
(b) Enhanced capacities to formulate, implement and monitor national sustainable development strategies, integrating social, economic and environmental dimensions of sustainable development, including the green economy	(b) Increased number of developing countries reporting progress in the development or implementation of sustainable development strategies, including the green economy, in the context of the intergovernmental processes Baseline 2010-2011: 35 Estimate 2012-2013: 44 Target 2014-2015: 45

Activities/outputs/projects

The subprogramme undertakes capacity-development activities in the relevant themes of sustainable development to strengthen the capacity of developing countries and countries with economies in transition to meet internationally agreed development goals and outcomes of major United Nations conferences relevant to the subprogramme, especially the outcome document of the United Nations Conference on Sustainable Development, entitled "The Future We Want".

Capacity development will be delivered through: (a) advisory services, comprising skilled in-house and outsourced technical experts to address specific needs of a more technical nature; (b) subregional, regional and interregional training workshops to promote more effective transfer of knowledge; (c) production of training material on specific methodologies to allow for the transfer of general experiences made in pilot countries to other Member States; and (d) establishing/strengthening networks of expertise through the exchange of best practices.

The subprogramme will implement existing donor-funded projects and Development Account projects and will aim to develop new and additional donor-funded projects, including for small island developing States, and will support activities that promote more effective implementation of the outcome of the United Nations Conference on Sustainable Development. In addition, two new Development Account projects on small island developing States and on regional development are proposed under this subprogramme for the biennium 2014-2015.

To ensure the effective delivery of its programme of work, the subprogramme will continue to forge partnerships at different levels and draw upon the strengths, capacities and synergies with the UN-Water and UN-Energy mechanisms to leverage support from other United Nations agencies, The Secretary-General's Advisory Board on Water and Sanitation,

		the regional commissions, the United Nations Environment Programme (UNEP), the United Nations Framework Convention on Climate Change (UNFCCC), the International Energy Agency (IEA), the Asian Development Bank, the Inter-American Development Bank, African Development Bank, the Global Environmental Facility, and the e8 electricity utility partnership. Voluntary commitments and partnerships will remain an important mechanism complementing the subprogramme's work under the regular programme of technical cooperation.

Output summary (participants)

	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*
Advisory services	23	40	35
Seminars/workshops	54 (2 707)	32 (1 715)	16 (1 600)
Total	**77**	**72**	**51**

Impact summary (2014-2015; 2012-2013)

In the biennium 2012-2013, the subprogramme assisted over 70 developing countries in taking stock of national sustainable development and in preparing for the United Nations Conference on Sustainable Development. During the biennium 2012-2013, the subprogramme will have organized 18 international capacity-building meetings/workshops on various sustainable development thematic issues, including energy for sustainable development and climate change and sustainable transport, as well as on tools for strengthening institutional capacities and integrated approaches in water resources management. Those interventions will strengthen the capacities of 1,715 national experts. Topics include policies and programmes that reach into rural areas without electricity, and help shift to access of goods and services through clean, safe, affordable transport systems and land use planning. Improved availability of data on energy use and energy intensity was applied in country energy indicators studies by eight additional countries. The subprogramme, through the provision of expert advice by its interregional advisers, has provided support to 22 countries in Asia and 9 in Latin America, which have joined regional declarations. An additional 30 are anticipated to join by 2015 with leveraging from multi-stakeholder partnerships, including the Partnership on Sustainable Low Carbon Transport, development banks and United Nations funds and programmes.

In 2014-2015, the subprogramme will support small island developing States in their review of implementation of the Mauritius Strategy for the Further Implementation of the Barbados Programme of Action for Sustainable Development of Small Island Developing States, including identifying gaps and challenges and also lessons learned and best practices that could be scaled up with a view to strengthening the capacity-building process. In line with the outcome of the United Nations Conference on Sustainable Development, the subprogramme will also support developing countries and countries with economies in transition to lay the ground work for the development of the green economy based on country-specific requirements. The subprogramme will contribute to support integrated water resources management, including strengthening data and information systems for water-related indicators through capacity-development tools based on the System for Environmental-Economic Account, including the subsystem for water, for improved integration, inclusion, implementation and coherence in national development planning. Awareness of the options for achieving greater access to energy services and their impact on sustainable development will continue to be raised, enabling authorities to improve knowledge of options for promoting access to modern energy services, including financing options. The subprogramme will continue to support sustainable transport in developing countries and countries with economies in transition, including through the regional environmentally sustainable transport forums where ministries of transport, health and environment come together for cross-learning and joint declarations on sustainable transport followed by periodic reporting on progress.

Subprogramme 3. Statistics

Implementing entity: Department of Economic and Social Affairs, Statistics Division

Relationship to the biennial program plan for the period 2014-2015: programme 7, subprogramme 4, expected accomplishment (c)

Objective: To support national efforts in building and strengthening the national statistical and geospatial information capacity of developing countries, particularly the least developed countries and countries with economies in transition, to produce reliable and timely statistics and geospatial information for national policymakers and for other users at the national and international levels

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	990.8	1 370.8	1 438.8
Consultants	41.7	53.0	50.3
Travel of staff	404.6	423.9	418.8
Contractual services	–	–	12.6
Furniture and equipment	–	6.9	5.2
Individual fellowships	59.4	190.7	157.1
Participants in seminars	520.8	584.4	570.1
Total	**2 017.3**	**2 629.7**	**2 652.9**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*
(a) Enhanced capacity of government statisticians and national statistical systems to routinely collect, compile, store, analyse and disseminate data in all fields of official statistics, including statistics related to the Millennium Development Goals, in accordance with international standards	(a) (i) Percentage of participants trained that implemented recommendations on statistical information methodologies and best practices Baseline 2010-2011: 68 per cent Estimate 2012-2013: 68 per cent Target 2014-2015: 70 per cent (ii) Percentage of countries assisted that implemented changes in their work as a result of the subprogramme's interventions Baseline 2010-2011: 69 per cent Estimate 2012-2013: 69 per cent Target 2014-2015: 71 per cent	The capacity-development programme on statistics covers, inter alia, the field of geospatial information, which is a new priority area of the subprogramme following the adoption by the Economic and Social Council (ECOSOC) of resolution 2011/24 and the creation of the United Nations Committee of Experts on Global Geospatial Information Management. The subprogramme's capacity-development programme will be implemented through: (a) advisory services, upon governments' requests, aimed at building sound national statistical and geospatial information systems of developing countries, which include solid institutional infrastructures, systematic data-collection activities, the compilation of aggregate macroeconomic and social statistics in accordance with global standards and norms, and a multichannel data dissemination system; (b) training workshops and seminars for developing countries in various areas of statistics, such as social and demographic statistics, including civil registration and vital statistics, gender statistics, national accounts, industrial statistics, international trade in services and tourism statistics, international trade and business registers, international economic classifications, environment statistics, environmental economic accounting, energy statistics, organization of national statistical systems, Millennium Development Goal (MDG) indicators, and geographic information management; and (c) fellowships, study tours and on-the-job training for national statisticians and geospatial information experts from developing countries to upgrade and strengthen their knowledge and skills in the areas of statistics and geographic information management and to establish regional and international networks.
(b) Enhanced national capacity to produce and disseminate policy-relevant cartographic and geospatial information, in line with international standards	(b) Percentage of participants trained that implemented recommendations on geospatial information methodologies and best practices Baseline 2010-2011: not applicable Estimate 2012-2013: 65 per cent Target 2014-2015: 67 per cent	

An estimated 15 workshops or seminars will be carried out during the biennium funded from the regular programme of technical cooperation, while the number of the fellowships in 2014-2015 is expected to be slightly lower than in 2012-2013. The subprogramme strategically links the resources from the regular programme of technical cooperation, with the Development Account to support capacity-building efforts in core areas of statistics.

In all its capacity-building efforts the subprogramme works closely with a number of partners at the national, subregional and regional levels. At the national level, the subprogramme's counterparts are the national statistical offices. At the subregional and regional levels, the subprogramme works extensively with subregional economic entities (the Caribbean Community (CARICOM), the South African Development Community (SADC), the Economic Community of West African States (ECOWAS), etc.) as well as with the United Nations regional commissions. Depending on the subject matter, partnerships are also forged with United Nations specialized agencies as well as funds and programmes (the International Labour Organization (ILO), the United Nations Children's Fund (UNICEF), the United Nations Population Fund (UNFPA), UNEP, the United Nations Industrial Development Organization (UNIDO), UNCTAD, the World Trade Organization (WTO), etc.). The global coordination of statistical capacity-building efforts is also regularly discussed at the Committee for the Coordination of Statistical Activities, of which the United Nations Statistics Division (UNSD) is the permanent secretariat.

Output summary (participants)

	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*
Advisory services	47	58	58
Seminars/workshops	20 (1 125)	16 (640)	15 (600)
Fellowships	40	40	30
Total	**107**	**114**	**103**

Impact summary (2014-2015; 2012-2013)

In 2012-2013, the subprogramme is expected to further the development of sustainable national statistical and geospatial systems with appropriate governance structure, the use of state-of-the-art data capture, processing and dissemination technologies for enhancing quality and access to policy-relevant statistical information. With the organization of the workshops and the provision of fellowships, the subprogramme aims at providing methodological guidance and transferring professional knowledge and skills to national statisticians in key statistical areas.

In the biennium 2014-2015, following the adoption by the Statistical Commission of the relevant international statistical standards, the subprogramme will aim at strengthening the regular and sustained production of policy-relevant indicators for the Millennium Development Goals, as well as demographic and social statistics, including gender statistics, environment and energy statistics, and national accounts, and on building the capacity and infrastructure for the compilation of the environmental-economic accounting.

Subprogramme 4. Development policy and analysis

Implementing entity: Department of Economic and Social Affairs, Development Policy and Analysis Division

Relationship to the biennial programme plan for the period 2014-2015: programme 7, subprogramme 6, expected accomplishment (c)

Objective: To strengthen the capacity of developing countries to design and implement inclusive, equitable and sustainable development strategies

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	–	1 369.9	1 438.8
Consultants	–	58.5	58.1
Travel of staff	–	69.0	68.1
Contractual services	–	–	12.6
Participants in seminars	–	424.1	439.1
Total	–	**1 921.5**	**2 016.7**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*
(a) Enhanced capacities of national finance, planning and central bank authorities to design and implement inclusive and pro-poor development strategies	(a) Increased number of policy documents, including national development strategies, that incorporate policy recommendations of the Department of Economic and Social Affairs that promote sustainable development in the context of the United Nations development agenda Baseline 2010-2011: 0 Estimate 2012-2013: 3 Target 2013-2014: 6	The key focus of the subprogramme will be capacity development at the national level to design and implement inclusive and pro-poor development strategies within the broader contexts of the United Nations Conference on Sustainable Development and the achievement of the internationally agreed development goals, including the Millennium Development Goals. The regular programme of technical cooperation resources of the subprogramme will leverage and build on Development Account projects on: (a) national development strategies; (b) macroeconomic advisory capacity; (c) micro-macro modelling for the Millennium Development Goals and social policies; (d) public-private partnerships for inclusive macroeconomic policy formulation and implementation; (e) low-carbon development strategy; and (f) the removal of constraints in utilizing international support measures for the least developed countries. Those projects are being implemented in 15 countries in Africa, Asia and Latin America and will critically complement and reinforce the work implemented under the regular programme of technical cooperation, leading to the realization of the subprogramme's objective. The subprogramme will implement capacity development through: (a) needs-assessment, technical and policy advisory missions; (b) workshops, with the participation of policymakers and technical experts; (c) training manuals, handbooks and toolkits; (d) policy dialogues; and (e) training on simulation and modelling exercises, including economy-wide simulation models for policy analysis. The subprogramme will continue to work through its existing partnerships with United Nations Resident Coordinators, UNDP, the regional commissions, ILO and UNCTAD. It will also build partnerships with think tanks/academia in the design of training workshops and development of knowledge products. In the Department of Economic and Social Affairs, the subprogramme will closely collaborate with various initiatives and projects implemented under subprogrammes 1, 3, 4 and 9 of programme 7.
(b) Enhanced national capacities to assess the costs and benefits of various policy options and increase synergies and coherence among various macro, sectoral and social policies	(b) Increased number of national authorities who use rigorous quantitative modelling and forecasting techniques to ensure policy coordination and make sound and sustainable policy decisions Baseline 2010-2011: 0 Estimate 2012-2013: 4 Target 2014-2015: 10	

Output summary (participants)				*Impact summary (estimate and expected progress of 2014-2015 and 2012-2013)*
	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*	The capacity-development projects, complemented by activities under the regular programme of technical cooperation, have already achieved significant results in building national capacities for modelling, assessing the cost of achieving various Millennium Development Goals and influencing various macroeconomic policies and national development strategies in Bangladesh, Bhutan, Bolivia (Plurinational State of), Cambodia, Costa Rica, Honduras, Jordan, Nicaragua, South Africa, Swaziland, Tajikistan and Uganda. The impact is already visible, with national authorities better equipped to formulate and implement development-oriented macroeconomic policies and development strategies. In particular, policy advisory and capacity-development work will continue to strengthen the capacities of beneficiary member States to implement policies that support broad-based economic growth, employment creation, productivity improvements, human development, environmental protection, and social protection.
Advisory services	–	26	25	
Seminars/workshops	–	5 (100)	6 (240)	
Total	–	**31**	**31**	

Subprogramme 5. Public administration and development management

Implementing entity: Department of Economic and Social Affairs, Division for Public Administration and Development Management

Relationship to the biennial programme plan for the period 2014-2015: programme 7, subprogramme 7, expected accomplishment (c)

Objective: To strengthen the capacity of developing countries to promote effective, efficient, accountable, participatory and transparent public administration with a view to meeting internationally agreed development goals

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	2 545.0	1 371.5	1 438.8
Consultants	407.8	300.9	285.9
Travel of staff	362.9	339.1	329.1
Contractual services	3.8	–	12.6
Furniture and equipment	–	8.5	–
General operating expenses	3.9	–	–
Participants in seminars	481.4	662.5	641.3
Total	**3 804.8**	**2 682.5**	**2 707.7**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*
(a) Strengthened public sector institutional and human resource capacities in developing countries, including leadership for effective, efficient and responsive delivery of services, professional competence, ethical conduct, and commitment to serving the public	(a) (i) Increase in the number of official expressions of commitment to integrate strategies and methodologies into policies, programmes and legislative and institutional frameworks 2010-2011: 8 Estimate 2012-2013: 10 Target 2014-2015: 11 (ii) Increased percentage of trained participants that apply methodologies and best practices in public administration and governance 2010-2011: 60 Estimate 2012-2013: 70 Target 2014-2015: 70	Capacity-development activities will be implemented through: (a) advisory services to be provided by in-house and outsourced expertise to carry out needs-assessment and diagnostic as well as policy and strategy design missions related to the substantive focus areas of the subprogramme; (b) group training at the request of developing countries and countries with economies in transition to promote common approaches among member States on advanced methodologies in governance and public administration; (c) production of training materials and guidelines on e-government, citizen engagement in development management, reconstruction of public administration after conflict and on open government data; and (d) establishment of new and strengthening of existing networks and partnerships of public administrators to enhance linkages between developing countries through the exchange of best practices. These capacity-building activities will be based on the demands and requests from Member States, and they will be incorporated into the research and analysis on the United Nations Public Administration Country Studies. The subprogramme will implement three Development Account projects, including a new project on strengthening transparency, accountability and participation in governance through open government data for inclusive development. The subprogramme will continue to focus on supporting countries in: (a) high-level upstream strategy and policy analysis and design for strengthening public administration capacity for development; (b) policy and strategy analysis and design for applications of ICT in governance and public administration; (c) designing capacity-development tools, including online training courses; (d) developing and strengthening networks and partnerships to sustain regional and global capacity development. The subprogramme will continue to create global, regional and national level partnerships with institutions concerned with developing public administration capacities, especially through the partners in the United Nations Public Administration Network, including the regional commissions, the International Association of Schools and Institutes of Administration, the International Institute of Administrative Sciences and the Conference of African Ministers for Public Service, among others.
(b) Strengthened capacity of developing countries for adaptive use of information and communications technology (ICT) to improve performance of public institutions through e-government	(b) Increased number of developing countries actively using methodologies, manuals and tools made available on e-government, knowledge management and ICT applications 2010-2011: 12 Estimate 2012-2013: 15 Target 2014-2015: 16	

(c) Strengthened capacity for engagement of citizens in governance, public administration and development management in developing countries for responsive, transparent and accountable delivery of services	(c) Increased percentage of trained participants that apply methodologies and best practices in the engagement of citizens and governance 2010-2011: 60 Estimate 2012-2013: 70 Target 2013-2014: 70	

Output summary (participants)

	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*
Advisory services	45	40	35
Seminars/workshops	12 (2 100)	12 (800)	8 (800)
Total	**57**	**52**	**43**

Impact summary

In 2012-2013, the subprogramme has: (a) facilitated the establishment of the Africa Public Sector Human Resources Managers Network, together with African ministers who are responsible for improving professionalism in the public sector; (b) capacity development of parliaments in the area of ICT; (c) supported the countries of the Commonwealth of Independent States (CIS) to design a model code of conduct in their efforts to strengthen professionalism in the public service; (d) facilitated the establishment of a national task force on strengthening public administration in local governments; (e) provided support to Rwanda in reviewing public service reform; (f) assisted Member States to monitor and identify areas for further development within their national e-government strategies; and (g) worked with Latin American countries to review the charter for public service.

In the biennium 2014-2015, the subprogramme will build on its past achievements to provide support to Member States on: (a) reform of the civil service; (b) strengthening the human resources management capacity in public sector institutions; (c) reinforcing e-government to improve public service delivery; and (d) strengthening public administration at the local level. The Division will continue its advisory and capacity-building services to developing countries, especially in post-conflict countries and countries with economies in transition.

Subprogramme 6. Sustainable forest management

Implementing entity: Department of Economic and Social Affairs, secretariat of the United Nations Forum on Forests

Relationship to the biennial programme plan for the period 2014-2015: programme 7, subprogramme 8, expected accomplishment (e)

Objective: To enhance capacity of developing countries for advancing sustainable forest management and implementing the non-legally binding instrument on all types of forests, especially the achievement of the global objectives

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	–	407.1	432.9
Consultants	–	47.7	31.4
Travel of staff	–	56.3	41.9
Contractual services	–	–	3.2
Participants in seminars	–	96.8	133.9
Total	–	**607.9**	**643.3**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*
(a) Increased capacity of member States to take action towards achieving sustainable forest management	(a) Increased number of national, regional and global plans of action on sustainable forest management 2010-2011: not applicable 2012-2013: 7 2014-2015: 10	During the biennium 2014-2015, the subprogramme will continue to support developing countries in achieving sustainable forest management. The subprogramme will support member States in reviewing progress towards the achievement of the global objectives on forests and the implementation of the non-legally binding instrument on all types of forests (the Forest Instrument), as well as reviewing the contribution of forests to the internationally agreed development goals. The subprogramme will promote greater awareness, at all levels, of the role of forests in achieving the internationally agreed development goals, including those contained in the United Nations Millennium Declaration and in the outcomes of the major United Nations conferences and agreements since 1992, including the outcome of the United Nations Conference on Sustainable Development and the interconnection of the international arrangement on forests with the United Nations development agenda beyond 2015. Capacity-development activities include advisory services, workshops and the preparation of guidelines for thematic and geographic groups of countries to assist them in capacity-building that will be instrumental to enable them to take actions in order to progress towards achieving the Global Objectives on Forests as envisioned in the Forest Instrument; and to enable them to be involved to a greater extent in the United Nations Forum on Forests Strategic Workplan on Forest Financing. The subprogramme will implement two Development Account projects, including one new project on strengthening national capacities to develop national action plans to implement the non-legally binding instrument on all types of forests. In carrying out its capacity-development efforts, the subprogramme will work closely with UNEP and other member organizations of the Collaborative Partnership on Forests.
(b) Improved national, regional and international collaboration and coordination on forests through promoting more effective actions on sustainable forest management by and among Governments, major groups, organizations, instruments and processes, including the activities of the Collaborative Partnership on Forests	(b) Increased number of partnerships, collaborative activities and country-, region- and organization-led initiatives undertaken to support the international forest policy dialogue 2010-2011: 14 partnerships and initiatives 2012-2013: 16 partnerships and initiatives 2014-2015: 18 partnerships and initiatives	

Output summary (participants)

	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*
Advisory services	–	6	9
Seminars/workshops	–	2 (80)	6 (100)
Total	–	**8**	**15**

Impact summary (2014-2015; 2012-2013)

In 2012-2013, over 70 participants from 26 countries and 14 international organizations took part in workshops, providing a rich discussion on the gaps, obstacles and opportunities to forest financing in small island developing States and low forest cover countries. Those workshops led to a series of recommendations which will feed into the discussions at the United Nations Forum on Forests for a more effective implementation of sustainable forest management in small island developing States and low forest cover countries.

The expected impact of the activities envisaged for 2014-2015 is the inclusion of the strategic importance of forests in national policies and programmes of countries as well as relevant regional and international organizations through enhancing capacity of relevant stakeholders. This will also pave the way for countries to better integrate forests into the United Nations Development Agenda beyond 2015 and sustainable development goals.

Subprogramme 7. Financing for development

Implementing entity: Department of Economic and Social Affairs, Financing for Development Office

Relationship to the biennial programme plan for the period 2014-2015: programme 7, subprogramme 9, expected accomplishment (d)

Objective: To strengthen the capacity of ministries of finance and national tax authorities in developing countries to develop more effective and efficient tax systems, which support the desired levels of private investment

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	–	407.1	432.9
Consultants	–	44.7	70.7
Travel of staff	–	63.7	39.8
Contractual services	–	–	3.2
Participants in seminars	–	79.6	83.4
Total	–	**595.1**	**630.0**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*
(a) Strengthened capacity to negotiate, administer and interpret tax treaties, drawing on the United Nations Model Double Taxation Convention between Developed and Developing Countries (United Nations Model Convention), with a view to encouraging investment	(a) Number of treaties and treaty provisions negotiated, which follow the provision of the United Nations Model Convention Baseline 2010-2011: not applicable Estimate 2012-2013: 10 Target 2014-2015: 12	The capacity-development strategy in the area of international tax cooperation will focus on the following two areas: (a) administration, negotiation and interpretation of tax treaties between developing and developed, or between two developing countries, drawing on the United Nations Model Convention; and (b) practical issues in transfer pricing from the point of view of developing countries. The capacity-development strategy will be implemented through: (a) regional training seminars in the United Nations Model Convention and/or transfer pricing, as well as related areas; (b) production of training materials; and (c) establishing new and strengthening existing networks of national tax authorities to enhance linkages between developing countries through the exchange of best practices. The subprogramme will implement one new development account project, which will seek to strengthen the capacity of tax authorities and ministries of finance in developing countries to effectively utilize double tax treaties, drawing on the United Nations Model Convention, with a view to improving the investment climate, increasing tax revenue and combating tax evasion for financing of sustainable development. The main tool used to carry out the training activities envisioned under this project will be a United Nations Course on Double Tax Treaties. The subprogramme has developed strong working relationships with the Inter-American Center of Tax Administrations and will further develop working relationships with similar organizations in different regions. In addition, the regional commissions, the World Bank, the International Monetary Fund (IMF) and OECD are likely partners in particular activities. Collaboration with the UNDP regional bureaus and country offices is also envisioned in order to ensure consistency with country programmes.
(b) Strengthened capacity to apply the arm's length principle reflected in the United Nations Model Convention in taxing multinational companies	(b) Number of actions, including at the administrative level, to put in place or enhance transfer pricing capability that reflects the work of the United Nations Baseline 2010-2011: not applicable Estimate 2012-2013: 5 Target 2014-2015: 6	

Output summary (participants)				*Impact summary*
	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*	Given that the subprogramme initiated its capacity-development work in the area of international tax cooperation for the first time in 2012 and that the new version of the United Nations Model Convention was finalized in 2012, a major part of the activities and resources was used for developing the tools necessary to conduct training in this area. The training materials comprise three sets, namely: (a) United Nations Course on Double Tax Treaties; (b) United Nations Course on the Practical Application of Double Tax Treaties; and (c) United Nations Course on Double Tax Treaty Negotiation. The first, basic course introduces the fundamentals of tax treaties and provides participants with a good understanding of the United Nations Model Convention. The work on developing the first course will be finalized in 2013, and the first regional training event will be held in November 2013. It is expected that in 2014-2015, with the completion of the initial set of training materials a programme of seminars will be in place, which will result in enhanced capacities of tax officials in developing countries in four regions (Africa, Latin America and the Caribbean, Asia-Pacific and CIS) to negotiate, administer and interpret tax treaties, drawing on the United Nations Model Convention.
Advisory services	–	11	9	
Seminars/workshops	–	2 (40)	5 (100)	
Total	–	**13**	**14**	

2. Trade and development: $2,540,900

23.30 The activities in this sector are implemented by the United Nations Conference on Trade and Development (UNCTAD) in support of programme 10, Trade and development, of the biennial programme plan for the period 2014-2015. They focus on: (a) the provision of technical advice on policy options and their implications as well as opportunities for technical assistance in trade, investment and related areas, drawing mainly on mandates and policy issues provided in the Accra Accord and the Doha Mandate; (b) the provision of training for Government officials and policy practitioners on key issues on the international economic agenda with a view to increasing their capacity to build more effective and integrated policy responses to a changing global economy, as mandated in paragraph 166 of the Bangkok Plan of Action and subsequently reconfirmed by the Sao Paulo consensus and the Doha Mandate; and (c) policy advice, technical support and policy coordination of the assistance provided in the context of the enhanced integrated framework for trade-related technical assistance to least developed countries among the six relevant agencies (UNCTAD, WTO, the International Trade Centre, UNDP, the World Bank and IMF).

Table 23.10 **Requirements by object of expenditure**

(Thousands of United States dollars)

Regular budget

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*Resource changes*		*Total before recosting*	*Recosting*	*2014-2015 estimate*
			Amount	*Percentage*			
Other staff costs	1 045.9	1 357.8	(108.5)	(8.0)	1 249.3	18.2	1 267.5
Travel of staff	359.7	343.7	34.4	10.0	378.1	18.0	396.1
Grants and contributions	446.1	864.7	–	–	864.7	12.6	877.3
Total	**1 851.7**	**2 566.2**	**(74.1)**	**(2.9)**	**2 492.1**	**48.8**	**2 540.9**

Subprogramme 1. Globalization, interdependence and development

Implementing entity: UNCTAD, Division on Globalization and Development Strategies

Relationship to the biennial programme plan for the period 2014-2015: programme 10, subprogramme 1, expected accomplishments (a) and (b)

Objectives:

(a) To strengthen the policymaking capacity of developing countries and countries with economies in transition in macroeconomics, trade, investment, technology and related areas, in particular for formulating policies that are cross-sectorally congruent and contribute to national strategies

(b) To fill the gaps in capacity- and policy-building efforts by responding to the immediate assistance needs expressed by Governments and regional organizations, as well as to provide some guidance in the design of long-term projects, in line with respective national, regional (including South-South) and global realities, to make them respond better to the true needs of beneficiary countries

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	209.1	271.5	253.5
Travel of staff	72.0	68.7	79.2
Training	89.2	173.0	175.4
Total	**370.3**	**513.2**	**508.1**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*[a]
(a) Enhanced understanding by government officials of key issues on the international economic agenda and the implications and interlinkages among different sectoral policies and the national development strategy	(a) Percentage of government officials trained who consider that paragraph 166 courses (training courses on key issues on the international economic agenda) have significantly contributed to their understanding of key issues on the international economic agenda 2010-2011: 72 Estimate 2012-2013: 73 Target 2014-2015: 73	The activities under the subprogramme will include five regional training courses (three weeks each) and Geneva-based short sessions as required, provided by policy experts from all UNCTAD subprogrammes and, for regional courses, regional and local resource persons from the regional commissions, government, academia, think tanks and private sector institutions. The regional courses continued to enhance the knowledge and understanding of contemporary economic issues among trade policy officials, and finance and investment experts involved in trade and development issues. A particular focus will be put on the development of appropriate trade-finance-investment policies that produce development gains and meet the development objectives of participating countries. Trade negotiations that have a direct impact on the benefits of trade and, consequently, development remain an essential part of the training programme. Advisory services will be provided where the need exists for immediate assistance and on the basis of requests from beneficiary governments. Advisory services will further strengthen the interaction between the research and policy analysis capacity and operational activities.
(b) Increased awareness and knowledge of policy options and their implications	(b) Number of recipients of advisory services who confirm the usefulness of the policy advice provided 2010-2011: 37 Estimate 2012-2013: 38 Target 2014-2015: 38	

Output summary (participants)

	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*
Advisory services	3	3	3
Seminars/workshops	4[a]	6[a]	5[a]
Fellowships	85[a]	120[a]	100[a]
Field projects	–	–	–
Total	**92**	**129**	**108**

Impact summary

In 2012, three regional courses were organized, in Belgrade (economies in transition in July 2012), Rabat (Africa) and Muscat (Western Asia). A total of 66 participants, 22 of which were women and 16 were from least developed countries, took part in the programmes. Responses received from the post-course evaluation of the twenty-second regional course conducted in Colombia in July 2011 revealed that: (a) participants reflected that there had been a noticeable improvement of their knowledge of international economic issues after attending that regional course, particularly trade policy issues and strategies for economic growth, the international financial structure, industrial policy and foreign direct investment; (b) participants also reported that they were able to apply this knowledge, particularly in their analysis and reporting of international economic matters, writing policy papers and providing advice to colleagues and working groups; and (c) there had been recognition of their contribution within their departments, and some had assumed greater responsibilities owing to the knowledge gained at the course. Three regional courses are planned in 2013 for the regions of Africa, Asia and the Pacific, and Latin America and the Caribbean. Five course deliveries are scheduled for the biennium 2014-2015.

The activities of interregional advisers are embedded in the operational programmes of the main subprogrammes of UNCTAD. In the period 2012-2013, under subprogramme 1, UNCTAD provided country-specific policy advice emanating from regular research and analysis work of the subprogramme, in particular the annual UNCTAD flagship *Trade and Development Report*, as requested by policymakers in Asia, Latin America and West Africa. Short advisory missions were fielded in 2012 to Dakar to assist officials of the Banque Centrale des Etats de l'Afrique de l'Ouest in the elaboration of a joint UNCTAD/Banque Centrale training programme on macroeconomic management, economic integration and monetary policy. Such activities have helped to strengthen the capacity of senior administrators and policymakers to formulate appropriate economic policies and strategies that are supportive of sustained growth and poverty reduction and to participate more effectively in various multilateral negotiations. Five training courses are scheduled for the biennium 2014-2015.

[a] Organized jointly by subprogrammes 1, 2, 3 and 4.

Subprogramme 2. Investment and enterprise

Implementing entity: UNCTAD, Division on Investment and Enterprise

Relationship to the biennial programme plan for the period 2014-2015: programme 10, subprogramme 2, expected accomplishments (b) and (c)

Objectives:

(a) To strengthen the policymaking capacity of developing countries and countries with economies in transition in macroeconomics, trade, investment, technology and related areas, in particular for formulating policies that are cross-sectorally congruent and contribute to national strategies

(b) To fill the gaps in capacity- and policy-building efforts by responding to the immediate assistance needs expressed by Governments and regional organizations, as well as to provide some guidance in the design of long-term projects to make them respond better to the true needs of beneficiary countries

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	209.1	271.5	253.5
Travel of staff	72.0	68.7	79.2
Training	89.2	173.0	175.4
Total	**370.3**	**513.2**	**508.1**

Expected accomplishments	*Indicators of achievement*
(a) Enhanced understanding by government officials of key issues on the international economic agenda and the implications and interlinkages among different sectoral policies and the national development strategy	(a) Percentage of government officials trained who consider that paragraph 166 courses (training courses on key issues on the international economic agenda) have significantly contributed to their understanding of key issues on the international economic agenda 2010-2011: 72 Estimate 2012-2013: 73 Target 2014-2015: 73
(b) Increased awareness and knowledge of policy options and their implications	(b) Number of recipients of advisory services who confirm the usefulness of the policy advice provided 2010-2011: 37 Estimate 2012-2013: 38 Target 2014-2015: 38

Activities/outputs/projects[a]

The activities under the subprogramme will include five regional training courses (three weeks each) and Geneva-based short sessions as required, provided by policy experts from all UNCTAD subprogrammes and, for regional courses, regional and local resource persons from the regional commissions, government, academia, think tanks and private sector institutions.

Advisory services will be used to: (a) support the formulation of practical policy options and recommendations for appropriate development strategies at the national, regional and international levels to take advantage of the opportunities and meet the challenges of globalization, including related assistance to regional cooperation organizations; (b) contribute to a better understanding of coherence between international economic rules, practices and processes, on the one hand, and national policies and development strategies, on the other; (c) support developing countries in their efforts to formulate inclusive and sustainable development strategies adapted to their specific circumstances and to the opportunities and challenges of globalization; and (d) provide analytical and technical support in the evolving concept of social protection floors within its mandate for developing countries, particularly those that are emerging from political crises and conflicts, especially in Africa and the least developed countries.

Output summary (participants)				*Impact summary*
	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*	
Advisory services	3	3	3	In 2012, three regional courses were organized, in Belgrade (economies in transition in July 2012), Rabat (Africa) and Muscat (Western Asia). A total of 66 participants, 22 of which were women and 16 were from least developed countries, took part in the programmes. The courses paid particular attention to regional and national specificities, the exchange of experience among participants and policy simulation exercises that allowed participants to understand the practical implications of interlinkages among different policy issues. Responses received from the post-course evaluation of the twenty-second regional course conducted in Colombia in July 2011 revealed that: (a) participants reflected that there had been a noticeable improvement of their knowledge of international economic issues after attending this regional course, particularly trade policy issues and strategies for economic growth, the international financial structure, industrial policy and foreign direct investment; (b) participants also reported that they were able to apply this knowledge, particularly in their analysis and reporting of international economic matters, writing policy papers and providing advice to colleagues and working groups; and (c) there had been recognition of their contribution within their departments, and some had assumed greater responsibilities owing to the knowledge gained at the course. Three regional courses are planned in 2013 for the regions of Africa, Asia and the Pacific, and Latin America and the Caribbean. Five course deliveries are scheduled for the biennium 2014-2015. The activities of interregional advisers are embedded in the operational programmes of the main subprogrammes of UNCTAD. In the period 2010-2012, under subprogramme 2, advisory services were provided to Latin American countries in the preparation of reports to the Group of 20 Development Working Group on promoting standards for responsible investment in value chains and on indicators for measuring and maximizing economic value added and job creation arising from private sector investment in global value chains, through which an estimated two thirds of international trade passes. An adviser supported the development of the testing phase of the indicators in five pilot countries and oversaw their implementation. Piloting of the indicator framework through country case studies (in Bangladesh, Cambodia, Dominican Republic, Lao People's Democratic Republic, Mongolia and Mozambique) along selected value chains has confirmed their practicality and user-friendliness for governments, who can use the framework with a view to attracting more jobs and maximizing value added in targeted value chains/value chain segments.
Seminars/workshops[a]	–	–	–	
Fellowships[a]	–	–	–	
Field projects	–	–	–	
Total	**3**	**3**	**3**	

[a] Activities organized jointly by subprogrammes 1, 2, 3 and 4 are indicated under subprogramme 1.

Subprogramme 3. International trade

Implementing entity: UNCTAD, Division on International Trade in Goods and Services, and Commodities

Relationship to the biennial programme plan for the period 2014-2015: programme 10, subprogramme 3, expected accomplishments (a) and (b)

Objectives:

(a) To strengthen the policymaking capacity of developing countries and countries with economies in transition in macroeconomics, trade, investment, technology and related areas, in particular for formulating policies that are cross-sectorally congruent and contribute to national strategies

(b) To fill the gaps in capacity- and policy-building efforts by responding to the immediate assistance needs expressed by Governments and regional organizations, as well as to provide some guidance in the design of long-term projects to make them respond better to the true needs of beneficiary countries

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	209.1	271.5	253.5
Travel of staff	72.0	68.7	79.2
Training	89.2	172.9	175.4
Total	**370.3**	**513.2**	**508.1**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*[a]
(a) Enhanced understanding by government officials of key issues on the international economic agenda and the implications and interlinkages among different sectoral policies and the national development strategy	(a) Percentage of government officials trained who consider that paragraph 166 courses (training courses on key issues on the international economic agenda) have significantly contributed to their understanding of key issues on the international economic agenda 2010-2011: 72 per cent Estimate 2012-2013: 73 per cent Target 2014-2015: 73 per cent	The activities under the subprogramme will include five regional training courses (three weeks each) and Geneva-based short sessions as required, provided by policy experts from all UNCTAD subprogrammes and, for regional courses, regional and local resource persons from the regional commissions, governments, academia, think tanks and private sector institutions Advisory services will be used to: (a) promote an enabling environment for the private sector and entrepreneurial investment; (b) support the strengthening of all forms of cooperation and partnerships for trade and development, including North-South, South-South and triangular cooperation; (c) strengthen development-relevant domestic institutions; (d) strengthen capacity in the area of investment policies; (e) deepen understanding of the international legal framework for investment and capacity-building in the negotiation and implementation of international investment agreements; (f) provide advice on emerging international trade issues (e.g., energy, food, and the financial crisis); (g) provide advice in the measurement of information and communications technologies in countries; (h) provide advice on science, technology and innovation policies, as well as policy and practical aspects of ICT for development; (i) provide advice for the implementation of human resources development training and capacity-development activities; (j) provide advice on transport policies and international legal instruments, standards and rules related to the facilitation of international trade, transport and transport security; and (k) contribute towards strengthening the capacities of the least developed countries to embrace ownership of the Enhanced Integrated Framework. Policy advisory services will be provided along a demand-driven approach.
(b) Increased awareness and knowledge of policy options and their implications	(b) Number of recipients of advisory services who confirm the usefulness of the policy advice provided 2010-2011: 37 Estimate 2012-2013: 38 Target 2014-2015: 38	

Output summary (participants)				*Impact summary*
	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*	
Advisory services	3	3	3	In 2012, three regional courses were organized, in Belgrade (economies in transition in July 2012), Rabat (Africa) and Muscat (Western Asia). A total of 66 participants, 22 of which were women and 16 were from least developed countries, took part in the programmes. The courses paid particular attention to regional and national specificities, the exchange of experience among participants and policy simulation exercises that allowed participants to understand the practical implications of interlinkages among different policy issues. Following the courses, some participants made concrete proposals on how they would use the knowledge gained from the course in their professional duties, for example, in negotiations on trade in services. In particular, responses received from the post-course evaluation of the twenty-second regional course conducted in Colombia in July 2011 revealed that: (a) participants reflected that there had been a noticeable improvement of their knowledge of international economic issues after attending that regional course, particularly trade policy issues and strategies for economic growth, the international financial structure, industrial policy and foreign direct investment; (b) participants also reported that they were able to apply this knowledge, particularly in their analysis and reporting of international economic matters, writing policy papers and providing advice to colleagues and working groups; and (c) there had been recognition of their contribution within their departments, and some had assumed greater responsibilities owing to the knowledge gained at the course. Three regional courses are planned in 2013 for the regions of Africa, Asia and the Pacific, and Latin America and the Caribbean. Five course deliveries are scheduled for the biennium 2014-2015. The activities of interregional advisers are embedded in the operational programmes of the main subprogrammes of UNCTAD. Advisory services provided include: (a) expert advice to trade officials on South-South and triangular cooperation; (b) briefings to developing and developed countries on options for financing the acquisition of environmentally sound technologies; (c) presentations to the Intergovernmental Group of Twenty-four on International Monetary Affairs and Development in 2010 and 2011 on governance challenges in financing green and sustainable energy policies; and (d) a briefing to a select group of lead negotiators working on climate change and the United Nations Conference on Sustainable Development, which has led to the development of a novel proposal for a commercially oriented approach to technology- and knowledge-sharing, focusing particularly on renewable energy.
Seminars/workshops[a]	–	–	–	
Fellowships[a]	–	–	–	
Field projects	–	–	–	
Total	3	3	3	

[a] Activities organized jointly by subprogrammes 1, 2, 3 and 4 are indicated under subprogramme 1.

Subprogramme 4. Technology and logistics

Implementing entity: UNCTAD, Division on Technology and Logistics

Relationship to the biennial programme plan for the period 2014-2015: programme 10, subprogramme 4, expected accomplishments (c) and (d)

Objectives:

(a) To strengthen the policymaking capacity of developing countries and countries with economies in transition in macroeconomics, trade, investment, technology and related areas, in particular for formulating policies that are cross-sectorally congruent and contribute to national strategies

(b) To fill the gaps in capacity- and policy-building efforts by responding to the immediate assistance needs expressed by Governments and regional organizations, as well as to provide some guidance in the design of long-term projects to make them respond better to the true needs of beneficiary countries

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	209.2	271.6	253.5
Travel of staff	71.9	68.7	79.2
Training	89.2	172.9	175.4
Total	**370.3**	**513.2**	**508.1**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*[a]
(a) Enhanced understanding by government officials of key issues on the international economic agenda and the implications and interlinkages among different sectoral policies and the national development strategy	(a) Percentage of government officials trained who consider that paragraph 166 courses (training courses on key issues on the international economic agenda) have significantly contributed to their understanding of key issues on the international economic agenda 2010-2011: 72 Estimate 2012-2013: 73 Target 2014-2015: 73	The activities under the subprogramme will include five regional training courses (three weeks each) and Geneva-based short sessions as required, provided by policy experts from all UNCTAD subprogrammes and, for regional courses, regional and local resource persons from the regional commissions, government, academia, think tanks and private sector institutions. In order to meet the stated objective, the training will continue to follow two strategic directions, both aiming to reinforce the impact of the activity in terms of its relevance and the embedding of knowledge in participating countries, as follows: 1. Relevance of training: (a) Three levels of knowledge will be integrated into its programme in a coherent manner: (i) knowledge of global issues (delivered by UNCTAD staff); (ii) knowledge of regional issues (provided by experts from the relevant regional commissions, depending on the region in which the training is organized); and (iii) local knowledge (local experts from the host country); (b) The programme will also emphasize exchanges of experience and lessons learned among participants coming from the same region, both through formal presentations and discussions and the use of state-of-the-art ICT tools, and in informal settings; 2. Embedding of knowledge in participating countries: (a) Special attention will be paid, both in the selection of participants and post-course evaluations and follow-up, to the use of the knowledge from the training beyond the immediate training participant through sharing the knowledge within his/her own departments via seminars or coaching other colleagues. It will also be emphasized that the participants should stay on the job for which they will be trained for a sufficient amount of time to be able to apply their new knowledge to the benefit of their departments and countries;
(b) Increased awareness and knowledge of policy options and their implications	(b) Number of recipients of advisory services who confirm the usefulness of the policy advice provided 2010-2011: 37 Estimate 2012-2013: 38 Target 2014-2015: 38	

(b) The training will also invite academics from the region as participants or resource persons, where appropriate.

Advisory services will be provided where the need exists for immediate assistance and on the basis of requests from the beneficiary Governments.

Output summary (participants)

	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*
Advisory services	3	3	3
Seminars/workshops[a]	12 (565)	12 (400)	12 (500)
Fellowships[a]	–	–	–
Field projects	–	–	–
Total	**15**	**15**	**15**

Impact summary

The regional course for Africa was delivered in Morocco in August 2012. The course paid particular attention to regional and national specificities, the exchange of experience among participants and policy simulation exercises that allowed participants to understand the practical implications of interlinkages among different policy issues. Following the course, some participants made concrete proposals on how they would use the knowledge gained from the course in their professional duties, for example in negotiations on trade in services. In particular, responses received from the post-course evaluation of the twenty-second regional course conducted in Colombia in July 2011 revealed that: (a) participants reflected that there had been a noticeable improvement of their knowledge of international economic issues after attending the regional course, particularly trade policy issues and strategies for economic growth, the international financial structure, industrial policy and foreign direct investment; (b) participants also reported that they were able to apply this knowledge, particularly in their analysis and reporting of international economic matters, writing policy papers and providing advice to colleagues and working groups; (c) there had been recognition of their contribution within their departments, and some had assumed greater responsibilities owing to the knowledge gained at the course. For the biennium 2012-2013, one course has already taken place in Serbia (transition economies) in mid-2012, and four more are planned for 2012-2013 (Western Asia, Latin America and the Caribbean, Africa, and Asia and the Pacific). Five course deliveries are scheduled for the biennium 2014-2015.

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[a] Activities organized jointly be subprogrammes 1, 2, 3 and 4 are indicated under subprogramme 1.

Subprogramme 5. Africa, least developed countries and special programmes

Implementing entity: UNCTAD, Division for Africa, Least Developed Countries and Special Programmes

Relationship to the biennial programme plan for the period 2014-2015: programme 10, subprogramme 5, expected accomplishment (c)

Objective: To provide high-level technical expertise and advisory services, including on-the-spot advice, to member States and to develop specific plans and strategies to assist least developed countries to better integrate their trade policies and priorities in national development plans and poverty reduction strategies and to enhance the national ownership of those policies, plans and priority decisions in particular related to trade-related technical assistance needs in the context of the Enhanced Integrated Framework

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	209.4	271.6	253.5
Travel of staff	71.9	68.9	79.3
Participants in seminars	89.2	172.9	175.7
Total	**370.5**	**513.4**	**508.5**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*
(a) Better integration of trade policies and priorities in the national development plans through, inter alia, the Enhanced Integrated Framework for Trade-related Technical Assistance to Least Developed Countries	(a) Number of least developed countries that have made progress in mainstreaming trade policies and priorities in their national development plans, and have implemented the action matrices of the Enhanced Integrated Framework, with the recognition that many factors have an impact on this indicator 2010-2011: 7 Estimate 2012-2013: 8 Target 2014-2015: 8	Advisory services will be provided to respond to country requests for strengthening their capacity to mainstream trade into development strategies and poverty reduction strategy papers and for immediate assistance on the basis of requests from beneficiary governments. Demand-driven high-level technical expertise and advisory services, including through in-country activities, will be provided to the least developed countries with a view to enhancing those countries' capacity to formulate nationally owned trade policies. Particular importance will be given to activities emanating from country requests in relation to the implementation of the Enhanced Integrated Framework for Trade-related Technical Assistance for the least developed countries. This strategic approach is in line with the Doha Mandate, which called for UNCTAD to enhance its effective contributions in this regard. Moreover, the Programme of Action for the Least Developed Countries for the Decade 2011-2020 recognized the critical importance of implementing "effective trade-related technical assistance and capacity-building in the least developed countries on a priority basis, including by enhancing the share of assistance to these countries for Aid for Trade and for the Enhanced Integrated Framework" (see A/CONF.219/3/Rev.1, para. 66, section 3 (e)). Group trainings for national policymakers, including on the implementation of the Enhanced Integrated Framework to build national capacities for ownership of the Framework, will be organized.
(b) Increased awareness and knowledge of policy options and their implications	(b) Number of recipients of advisory services who confirm the usefulness of the policy advice provided 2010-2011: 37 Estimate 2012-2013: 38 Target 2014-2015: 38	

Output summary (participants)	*Actual 2010-2011*	*Estimate 2012-2013*	*Estimate 2014-2015*	*Impact summary*
Advisory services	10	10	10	This subprogramme provides support to the least developed countries towards bolstering their efforts to build domestic capacity for in-country implementation of the Enhanced Integrated Framework, including the formulation of trade policies as a basis for identifying and sequencing trade priorities. The Enhanced Integrated Framework for Trade-related Technical Assistance to Least Developed Countries is a joint endeavour among UNCTAD, WTO, the International Trade Centre, UNDP, the World Bank and IMF, and its assistance is financed from multiple sources. The diagnostic studies conducted within this context not only have provided the assistance framework for participating agencies, but also are used by some bilateral aid donors in examining their assistance strategy for the least developed countries. Consistent with the programme's target, a total of eight countries, namely Benin, Cape Verde, Central African Republic, Democratic Republic of Congo, Gambia, Madagascar, Mozambique and Senegal, benefited directly from activities related to the operationalization and implementation of the Enhanced Integrated Framework through technical field missions and in-country workshops during 2010-2012. Regular programme of technical cooperation resources were used to assist with updating the diagnostic trade integration studies with a view to integrating the most recent developments in trade and trade policies into the analysis and with drafting technical cooperation projects for the implementation of the action matrix of the diagnostic trade integration study, particularly with regard to the formulation of tier 2 projects, to be funded by the Enhanced Integrated Framework Trust Fund. The update of the Gambia diagnostic trade integration study has been finalized, while the updating of the diagnostic trade integration study for Senegal is under way. The updating of the diagnostic trade integration study for Mozambique, already approved by the Enhanced Integrated Framework Trust Fund, will be carried out in 2013. Moreover, in recognition of its work, UNCTAD has been requested by several countries to act as lead agency to carry out the update of the diagnostic trade integration studies within the Enhanced Integrated Framework.
Seminars/workshops	4 (192)	13 (580)	8 (300)	
Fellowships	–	–	–	
Field projects	–	–	–	
Total	**14**	**23**	**18**	

3. Human settlements: $1,350,100

23.31 The activities in this sector are implemented by the United Nations Human Settlements Programme (UN-Habitat) in support of programme 12, Human settlements, of the biennial programme plan for the period 2014-2015. The programme offers technical expertise and operational support to requesting governments and other Habitat Agenda partners through: (a) short-term advisory services on strategically selected, high priority issues; (b) identification, development and launch of innovative and illustrative cooperation programmes; and (c) specialized support to the implementation, monitoring and replication of such cooperation programmes.

23.32 The aim is to support governments and other Habitat Agenda partners in their efforts to meet their commitments and make their contributions to the implementation of the Habitat Agenda, other internationally agreed development goals and the human settlements dimension of other multilateral agreements such as the Millennium Development Goals, and the conclusions of the United Nations Conference on Sustainable Development. In addition, substantive inputs will be provided to the preparation of the Third United Nations Conference on Human Settlements and Housing to mainstream high priority issues related to sustainable urbanization into national preparatory processes.

Table 23.11 **Requirements by object of expenditure**

(Thousands of United States dollars)

Regular budget

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*Resource changes*		*Total before recosting*	*Recosting*	*2014-2015 estimate*
			Amount	*Percentage*			
Other staff costs	949.7	1 112.5	(13.5)	(1.2)	1 099.0	114.9	1 213.9
Travel of representatives	6.7	–	–	–	–	–	–
Travel of staff	69.5	83.8	(4.7)	(5.6)	79.1	3.7	82.8
Contractual services	–	22.7	(20.1)	(88.5)	2.6	0.3	2.9
General operating expenses	29.5	30.2	1.8	6.0	32.0	3.7	35.7
Supplies and materials	5.2	4.0	–	–	4.0	0.5	4.5
Furniture and equipment	9.8	9.2	–	–	9.2	1.1	10.3
Total	**1 070.3**	**1 262.4**	**(36.5)**	**(2.9)**	**1 225.9**	**124.2**	**1 350.1**

Subprogramme 1. Regional and technical cooperation

Implementing entity: UN-Habitat, Project Office

Relationship to the biennial programme plan for the period 2014-2015: programme 12, subprogrammes 1-6

Objective: To improve capacities of local, regional and national authorities to develop and implement policies and programmes for sustainable urban development, housing and slum upgrading and urban basic services

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	949.7	1 112.5	1 213.9
Travel of staff	76.2	83.8	82.8
Contractual services	–	22.7	2.9
General operating expenses	29.5	30.2	35.7
Supplies and materials	5.2	4.0	4.5
Furniture and equipment	9.7	9.2	10.3
Total	**1 070.3**	**1 262.4**	**1 350.1**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*
(a) Improved capacity of local, regional and national authorities to implement policies and strategies that contribute to the mitigation of climate change and risk reduction	(a) Increased number of local, regional and national governments that include urban risk reduction and management in their plans 2010-2011: – Estimate 2012-2013: 7 Target 2014-2015: 8	Capacities of local, regional and national authorities to develop and implement policies and programmes for sustainable urban development, housing and slum upgrading and urban basic services will be improved through the following activities, responding to urgent and unanticipated requests of Member States and executive management of UN-Habitat: • Carrying out operational activities consisting of technical assistance in policy formulation, capacity-building and demonstration projects that support the normative work of UN-Habitat on sustainable urbanization in developing countries and countries with economies in transition • Providing advisory missions and services for specialized human settlements issues, including climate change, social housing and slum upgrading, urban planning, urban economy, urban governance, urban basic services, and risk reduction and reconstruction after natural or man-made disasters • Supporting governments and other Habitat Agenda partners in their efforts to meet their commitments and make their contributions to the implementation of the Habitat Agenda, the Millennium Development Goals and the conclusions of the United Nations Conference on Sustainable Development • Providing advisory services to local governments on the formulation and implementation of urban and housing policies and programmes and the integration of sustainable urbanization into local development strategies • Improving knowledge transfer through the training of urban development professionals, the organization of thematic seminars and conferences, the documentation and sharing of good policies and best practices, and the building of networks of local authorities for city-to-city exchange and cooperation
(b) Improved capacity of local, regional and national authorities to implement policies and programmes on housing and urban development	(b) (i) Increased number of city and national authorities that are able to implement policies and programmes on housing, slum upgrading and prevention 2010-2011: – Estimate 2012-2013: 3 Target 2014-2015: 4 (ii) Increased number of metropolitan, regional and national authorities that have adopted national urban policies or spatial frameworks that support compact, integrated and connected cities 2010-2011: – Estimate 2012-2013: 7 Target 2014-2015: 8	

		• Providing inputs to the United Nations Development Assistance Framework and national development strategies in close coordination with UN-Habitat programme managers in developing countries
(c) Increased capacity of local, regional and national authorities to implement policies and guidelines on equitable access to sustainable urban basic services and improved knowledge of sustainable urbanization issues at the local, national and global levels	(c) (i) Increased number of local, regional and national authorities that implement policies and guidelines on access to basic services for all 2010-2011: – Estimate 2012-2013: 9 Target 2014-2015: 10 (ii) Increased number of partner countries that produce national cities reports to enhance local and national policy planning 2010-2011: – Estimate 2012-2013: 9 Target 2014-2015: 10	

Output summary (participants)

	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*
Advisory services	35	45	45
Seminars/workshops	–	2 (300)	2 (300)
Total	**35**	**47**	**47**

Impact summary

In the biennium 2012-2013, advisory services are extended to integrated capacity-building and community-based reconstruction for post-disaster rehabilitation in seven countries. Technical services are provided for supporting eight countries to adapt and implement the International Guidelines on Access to Basic Services for All. This programme will be extended to include the preparation of a new set of international guidelines on urban planning. Advisory services are provided on regional planning in francophone least developed countries and the social housing operational and financial instruments in South-Eastern Europe. Capacity-development programmes were organized for the training of urban planning and development professionals in central and local government for CIS countries and countries in East and West Africa. The first report on the State of European Cities in Transition will be published in 2013. Technical advice will be rendered to Member States to prepare the CIS Urban Forum and State of CIS Cities report, to be developed in 2014-2015.

4. International drug control, crime and terrorism prevention and criminal justice: $1,593,900

23.33 Activities in this sector are implemented by the United Nations Office on Drugs and Crime (UNODC) in support of programme 13, International drug control, crime and terrorism prevention and criminal justice, of the biennial programme plan for the period 2014-2015. The programme provides advisory services and technical support to developing countries, countries in transition and post-conflict countries in: (a) acceding to and implementing international instruments on drug and crime control; (b) strengthening and reforming their criminal justice systems; and (c) developing new national and regional action plans against drugs and crime as well as innovative national responses and programmatic action to combat the threat of organized crime.

23.34 The programme is designed to respond rapidly to requests for assistance from Member States, with a particular focus on the least developed countries, post-conflict States and States in transition, and provides such assistance through: the provision of advisory services (in relation to both substantive justice and enforcement matters and related policy, strategy and programmatic advice); the training of criminal justice policymakers and professionals in specialized areas; and the conduct of expert workshops and meetings, as well as of missions to assess specific country needs and engage in the subsequent design of longer-term technical assistance programmes.

Table 23.12 **Requirements by object of expenditure**

(Thousands of United States dollars)

Regular budget

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*Resource changes*		*Total before recosting*	*Recosting*	*2014-2015 estimate*
			Amount	*Percentage*			
Other staff costs	920.3	950.9	(54.5)	(5.7)	896.4	44.5	940.9
Consultants	118.7	118.4	(10.3)	(8.7)	108.1	5.4	113.5
Travel of staff	211.9	234.4	(4.3)	(1.8)	230.1	11.0	241.1
General operating expenses	–	4.2	1.6	38.1	5.8	0.2	6.0
Grants and contributions	225.2	256.3	22.3	8.7	278.6	13.8	292.4
Total	**1 476.0**	**1 564.2**	**(45.2)**	**(2.9)**	**1 519.0**	**74.9**	**1 593.9**

Subprogramme 1. Justice, and technical cooperation and field support

Implementing entity: UNODC, Division for Operations

Relationship to the biennial programme plan for the period 2014-2015: programme 13, subprogrammes 5, justice, and 8, technical cooperation and field support

Objective: Strengthened capacity of developing countries, countries in transition and post-conflict countries for: (a) meeting their treaty and normative obligations pertaining to the conventions on drug control, transnational organized crime, corruption and terrorism; (b) undertaking criminal justice reforms in line with the United Nations standards and norms in crime prevention and criminal justice; (c) integrating relevant aspects into overall national strategies for sustainable development, security and peace; and (d) participating in regional networking and operational cooperation in such areas as mutual legal assistance, information/intelligence-sharing, joint operations and expert networks

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	920.3	950.9	940.9
Consultants	118.7	118.4	113.5
Travel of staff	211.8	234.4	241.1
General operating expenses	–	4.2	6.0
Participants in seminars	225.2	256.3	292.4
Total	**1 476.0**	**1 564.2**	**1 593.9**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*
(a) Enhancement of national capacities for implementing the conventions on drug control, transnational organized crime, corruption and terrorism, and of the United Nations standards and norms in crime prevention and criminal justice	(a) Number of countries receiving assistance 2010-2011: – Estimate 2012-2013: 50 Target 2014-2015: 51	(a) Providing advice to Member States, upon their request, to strengthen capacities to ratify and implement the international drug and crime control conventions, including the promotion of effective mutual legal assistance/extradition, and the United Nations Standards and Norms in Crime Prevention and Criminal Justice; (b) Conducting training activities targeted at both senior policymakers and working criminal justice officials to enhance knowledge and expertise, including in the areas of extradition and mutual legal assistance; (c) Assessing country needs, on the basis of requests, and designing appropriate long-term technical assistance field programmes to meet those needs; (d) Creating platforms for joint and coordinated United Nations programmes in Member States in the areas of drug and crime control and for the positioning of Member States' drug and crime control priorities into national development plans, and/or the United Nations Development Assistance Framework and common country assessment.
(b) Enhancement of the knowledge and skills of policymakers and criminal justice officials on the implementation of the conventions on drug control, transnational organized crime, corruption and terrorism, and of the United Nations standards and norms in crime prevention and criminal justice	(b) Percentage of officials trained that provide positive feedback 2010-2011: – Estimate 2012-2013: 75 Target 2014-2015: 76	

Output summary (participants)

	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*
Advisory services	50	60	60
Seminars/workshops	16 (800)	16 (800)	16 (800)
Fellowships	20	20	20
Total	**86**	**96**	**96**

Impact summary

In the biennium 2012-2013, advisory services provided by the programme have directly contributed to the ratification of the three drug control conventions, the United Nations Convention against Transnational Organized Crime and the United Nations Convention against Corruption. Advisory services have also facilitated the development of integrated regional and country programmes. Consequently, in 2014-2015, activities and resources will support the effective implementation of the Conventions (given the high number of ratifications achieved), including the strengthening of criminal justice institutions to fight serious and organized crime. For the 2012-2013 cycle, with support from this programme, new extrabudgetary projects of more than $10 million have been already developed, with fundraising still ongoing. The regular programme of technical assistance cooperation resources in 2014-2015 will complement increased extrabudgetary-funded action in criminal justice and drug control matters and also distribute to more Member States the tools developed for improved training, such as the Criminal Justice Handbook series, which has aimed at preparing criminal justice officials and senior policymakers to respond effectively to serious crime. Thus, in 2014-2015 resources for training will further increase the number of justice and enforcement officials that have been trained in recent years, in synergy with extrabudgetary-funded regional and country programmes.

Advisory services and field project design will focus on young democracies, post-conflict countries and countries in transition, which are the most vulnerable to the impact of illicit trafficking and organized crime, in the areas of crime prevention, criminal justice, rule of law, transnational organized crime and illicit trafficking, including drug trafficking, countering corruption, combating drugs and HIV, and other UNODC-mandated areas. Those services will build upon expert workshops, assessment and programming missions conducted between 2011-2013 to the Governments of Benin, Guinea-Bissau, Myanmar and Yemen, in Central America, West Africa and countries in the North Africa-Middle East region, and the provision of advice to government officials, United Nations country teams and potential partners on integration of their drug and crime control elements into joint development assistance action.

5. Human rights: $3,753,300

23.35 Activities in this sector will be implemented by the Office of the United Nations High Commissioner for Human Rights (OHCHR), in support of subprogramme 3, Advisory services, technical cooperation and field activities, of programme 20, Human rights, of the biennial programme plan for the biennium 2014-2015. The programme of advisory services in the field of human rights was established pursuant to General Assembly resolution 926 (X) of 14 December 1955. At the request of Member States, technical assistance is provided in the form of: (a) advisory services; (b) global, regional and national technical cooperation projects; (c) conferences, seminars, workshops and group training; (d) fellowships; and (e) documentation and information as they relate to both advisory services and technical cooperation. The objective of those activities is to cooperate with countries in efforts to strengthen the implementation of international human rights standards at the regional and national levels, including through assistance to requesting States, support to national plans and capacity-building for human rights promotion and protection.

Table 23.13 **Requirements by object of expenditure**

(Thousands of United States dollars)

Regular budget

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*Resource changes*		*Total before recosting*	*Recosting*	*2014-2015 estimate*
			Amount	*Percentage*			
Other staff costs	619.2	778.3	274.1	35.2	1 052.4	15.1	1 067.5
Consultants	405.1	114.9	(74.3)	(64.7)	40.6	0.6	41.2
Travel of representatives	425.9	482.5	(482.5)	(100.0)	–	–	–
Travel of staff	378.7	111.3	1.1	1.0	112.4	5.3	117.7
Contractual services	27.9	55.2	(8.7)	(15.8)	46.5	0.7	47.2
General operating expenses	30.3	57.6	(9.3)	(16.1)	48.3	0.7	49.0
Supplies and materials	9.4	–	–	–	–	–	–
Furniture and equipment	4.2	–	–	–	–	–	–
Grants and contributions	1 309.0	2 190.1	190.2	8.7	2 380.3	34.4	2 414.7
Total	**3 209.7**	**3 789.9**	**(109.4)**	**(2.9)**	**3 680.5**	**56.8**	**3 737.3**

Subprogramme 3. Advisory services, technical cooperation and field activities

Implementing entity: OHCHR, Field Operations and Technical Cooperation Division

Relationship to the biennial programme plan for the period 2014-2015: programme 20, subprogramme 3, expected accomplishments (a), (b), (c), (d) and (e)

Objective: To strengthen national, subregional and regional capacity, infrastructure and other implementation gaps for the protection and promotion of all human rights

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	619.2	778.3	1 067.5
Consultants	405.1	114.9	41.2
Travel of representatives	425.9	482.5	–
Travel of staff	378.6	111.3	117.7
Contractual services	27.9	55.2	47.2
General operating expenses	43.9	57.6	49.0
Individual fellowships	300.4	896.9	891.8
Participants in seminars	1 008.7	1 293.2	1 522.9
Total	**3 209.7**	**3 789.9**	**3 737.3**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*
(a) Enhanced awareness, knowledge and skills of policymakers and public officials and of regional and subregional organizations on international human rights standards and mechanisms and on the human rights implications of their work	(a) Number of regional organizations that have reported changes to OHCHR as a result of intervention 2010-2011: 1 Estimate 2012-2013: 1 Target 2014-2015: 1	The goals of the subprogramme are: To provide advisory services and training in response to requests from governments to promote the strengthening of mechanisms to enhance the integration of human rights into national development; To mainstream human rights into national policies and programmes, including in the areas of peace and security; To enhance understanding of human rights and provide support on the application of international human rights instruments for judicial officers and legal human rights personnel; To assist governments in their reporting obligations under the different human rights instruments; To develop tools and monitoring instruments to assist Member States in the monitoring process made in fulfilling their reporting obligations; To review with Member States the follow-up recommendations arising from international human rights mechanisms; To strengthen regional capacity for promoting the implementation of human rights policies, including the integration of human rights in social development, conflict prevention and conflict resolution efforts; To promote the participation of human rights actors in policy dialogues with regional organizations.
(b) Enhanced cooperation among Governments, national human rights institutions and non-governmental organizations within their respective regions in dealing with human rights issues that require a regional approach and initiative.	(b) Number of regional/national initiatives taken as a result of regional meetings 2010-2011: 3 Estimate 2012-2013: 3 Target 2014-2015: 3	

Output summary (participants)	*Actual 2010-2011*	*Estimate 2012-2013*	*Estimate 2014-2015*	*Impact summary*
Advisory services	83	84	84	In 2012-2013, the subprogramme's capacity-building programmes have succeeded in providing high-level expertise for the development of policy-related issues, strategies and programmes on human rights through advisory services, technical training, and field projects in Africa, Asia and the Pacific, Europe, Central Asia and the Americas. Interventions resulted, inter alia, in the integration of human rights in curricula for justice administration, including the development of a strategy on the protection of civilians during elections. In 2014-2015, the subprogramme will support: (a) the provision of expert advice to support national capacity-building in the field of human rights and the strengthening of cooperation between the United Nations and regional arrangements in the field of human rights, including through the work of regional offices; (b) the provision of expert advice through holding consultation missions with governments and participation in meetings and missions to promote system-wide coordination of human rights activities and cooperation with regional organizations; (c) the holding of three workshops per region per biennium, and the provision of support to regional stakeholder dialogues to allow government representatives, as well as representatives of national human rights institutions and of civil society, to discuss human rights issues that require a regional approach and initiative; and (d) the provision of 40 fellowships to give individuals belonging to indigenous groups and national institution fellows the opportunity to gain knowledge and skills in the field of international human rights.
Seminars/workshops	20 (500)	25 (625)	25 (585)	
Fellowships	20	40	40	
Total	**123**	**149**	**149**	

6. Humanitarian assistance: $1,113,600

23.36 The activities in this sector are implemented by the Office for the Coordination of Humanitarian Affairs in support of programme 23, Humanitarian assistance, of the biennial programme plan for the period 2014-2015. The programme will provide advisory services and training to promote natural disaster reduction and to facilitate the smooth transition from emergency relief to rehabilitation and development; to develop and promote common policy on humanitarian issues for the United Nations system and its partners; to mobilize and coordinate assistance in complex emergencies; and to mobilize and coordinate assistance for disasters. The Office for the Coordination of Humanitarian Affairs will continue to contribute to strengthening and developing national capacities, developing and enhancing national emergency plans in post-disaster emergency situations, and promoting the standardization of language and procedures in national contingency planning in disaster-prone and emergency-affected countries.

Table 23.14 **Requirements by object of expenditure**

(Thousands of United States dollars)

Regular budget

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*Resource changes*		*Total before recosting*	*Recosting*	*2014-2015 estimate*
			Amount	*Percentage*			
Other staff costs	354.2	760.4	(22.0)	(2.9)	738.4	35.2	773.6
Consultants	83.0	91.4	–	–	91.4	1.3	92.7
Travel of representatives	70.1	–	–	–	–	–	–
Travel of staff	94.0	138.3	(9.8)	(7.1)	128.5	6.2	134.7
General operating expenses	5.5	–	–	–	–	–	–
Grants and contributions	69.3	111.0	–	–	111.0	1.6	112.6
Total	**676.0**	**1 101.1**	**(31.8)**	**(2.9)**	**1 069.3**	**44.3**	**1 113.6**

Subprogramme 1. Coordination of humanitarian action and emergency response; subprogramme 5. Humanitarian emergency information and advocacy

Implementing entity: Office for the Coordination of Humanitarian Affairs, Coordination and Response Division

Relationship to the biennial programme plan for the period 2014-2015: programme 23, subprogramme 2, expected accomplishment (a)

Objective: To strengthen and develop the national and regional capacity of disaster-prone and emergency-affected countries and regions to ensure rapid and coherent humanitarian response to alleviate human suffering in natural disasters and complex emergencies

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	354.2	760.4	773.6
Travel of staff	93.9	–	–
Total	**448.1**	**760.4**	**773.6**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*[a]
(a) Effective contingency planning at international and national levels with principal focus on crisis with a regional dimension	(a) Increased number of inter-agency contingency plans developed and updated with members of the Inter-Agency Standing Committee (IASC) or governments to ensure effective preparation and response capacity of the IASC members and governments 2010-2011: 88 Estimate 2012-2013: 90 Target 2014-2015: 92	Facilitation and advice will be provided for the development, improvement, evaluation and training activities at the request of governments to promote effective regional responses as necessary through the development of harmonized contingency plans; optimal preparedness to respond to emergencies with a regional dimension will be ensured. Technical advice will be provided through desk reviews of existing national contingency plans and through support missions. That review will be supported by the geographic sections and technical advisers of the Coordination and Response Division of the Office for the Coordination of Humanitarian Affairs through their collaborative inputs and acquired knowledge to advise on the contingency plans with regional dimension. At the regional level, facilitation of contingency planning workshops will be conducted to: (a) apprise United Nations country teams, IASC partners and government representatives on the rationale for preparedness and contingency planning; and (b) introduce IASC guidelines on contingency planning or the IASC simulation package to test the plans. Training will also be held for the aforementioned partners on how to do contingency planning. Technical assistance will be provided in close collaboration with the Office's field offices, including three regional offices, for the development of regional emergency preparedness guidance and policies. The technical advisers from the Coordination and Response Division will share best contingency and preparedness practices across regions. The technical advisers, in collaboration with the field offices of the Office for the Coordination of Humanitarian Affairs will work with Member States through their line ministries, national institutions, including research institutions and NGOs, and will also work very closely with regional and subregional organizations, such as the African Union, the Southern African Development Community (SADC) and the Economic Community of West African States (ECOWAS) in Africa and the League of Arab States and the Organization of the Islamic Conference in the Middle East.

Output summary (participants)				*Impact summary*
	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*	During 2010-2011, inter-agency contingency plans were prepared or updated in a total of 64 countries. These included subregional preparedness strategies containing contingency planning elements for a number of countries. Among the 27 countries with a designated Humanitarian Coordinator, at least 24 either developed or revised their inter-agency contingency plans during the reporting period. In 2012-2013, efforts to emphasize the institutionalization inter-agency contingency planning are continuing. While 2010-2011 focused on the wide dissemination of related guidance and training materials to all local, national and regional humanitarian partners, in 2012 regional workshops on emergency response planning and simulation exercises were organized in Southern and western Africa. Building upon this stream of work from previous bienniums, the subprogramme will contribute to strengthening the capacity of governments to review, develop and enhance national contingency plans and to promote the standardization of procedures in national or joint contingency planning in disaster-prone and emergency-affected countries. Based on experiences from the biennium 2012-2013, special focus in 2014-2015 will be put on supporting the development of harmonized and synchronized national contingency plans to ensure an effective and optimal response capacity/preparedness for crisis with regional dimension. Best practices on planning are being collected, documented and shared among different countries/regions and preparedness/contingency planning networks. It is envisaged that advice and support will be provided on strengthening response capacity depending on request received from country teams, governments or regional organizations (e.g., Sahel crisis regional response). The IASC Sub-Working Group on Preparedness is in the process of defining an emergency response preparedness approach, including contingency/response plans and minimum preparedness measures. It will continue to support emergency response capacity development under the common Framework with IASC, the United Nations Development Group and the United Nations Office for Disaster Risk Reduction under development.
Advisory services	18	20	22	
Seminars/workshops	4	8	8	
Total	**22**	**28**	**30**	

[a] Indicative; subject to beneficiary requests.

Subprogramme 2. Emergency support services

Implementing entity: Office for the Coordination of Humanitarian Affairs, Emergency Services Branch

Relationship to the biennial programme plan for the period 2014-2015: programme 23, subprogramme 4, expected accomplishment (b)

Objective: To further strengthen and develop national capacity to respond to natural and man-made emergencies

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
Consultants	83.0	91.4	92.7
Travel of representatives	70.1	–	–
Travel of staff	–	138.3	134.7
General operating expenses	5.5	–	–
Participants in seminars	69.2	111.0	112.6
Total	**227.8**	**340.7**	**340.0**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*[a]
(a) Enhanced response capacity and preparedness of national and international emergency/disaster management mechanisms and partnerships in order to respond efficiently to disasters and emergencies	(a) (i) Number of joint national and inter-agency contingency planning projects formulated by Member States 2010-2011: 3 Estimate 2012-2013: 4 Target 2014-2015: 5 (ii) Number of national and regional training courses focusing on harmonization of disaster/emergency assessment and coordination approaches as well as established standards and recognized procedures 2010-2011: 3 Estimate 2012-2013: 4 Target 2014-2015: 5 (iii) Number of national and international networks strengthened 2010-2011: 3 Estimate 2012-2013: 4 Target 2014-2015: 5	• Provide assistance in the development, preparation and implementation of capacity-development events to increase knowledge and enhance local, regional and national capacity in emergency response • Assist in the preparation of training workshops to strengthen regional and national policies aimed at enhancing response capacities • Assist governments in the dissemination and application of knowledge acquired from experience, including through participation in meetings and forums (i.e., advisory groups, consultative meetings, preparedness forums) to facilitate exchange and dissemination Methods of implementation include advisory services (consultancies) and missions, workshops/seminars and fellowships. Regional and national networks will be harnessed to successfully ensure effective implementation and lasting impact. The guidance produced by the IASC Sub-Working Group on Preparedness will play a central role in these efforts. The Capacity for Disaster Reduction Initiative will be involved as appropriate.

Output summary (participants)	Actual 2010-2011	Estimate 2012-2013	Estimate 2014-2015
Advisory services	12	12	12
Seminars/workshops	8 (160)	8 (160)	8 (160)
Fellowships	2	2	2
Total	**22**	**22**	**22**

Impact summary (estimate and expected progress of 2012-13)

During the biennium 2010-2011, support from the subprogramme was instrumental in fostering inter-agency partnership in enhancing collaboration in conducting capacity assessment, formulating a comprehensive action plan (including disaster risk reduction) and receiving support from the World Bank and the Inter-Agency Sub-Working Group on Preparedness.

As an effort to build and strengthen regional partnerships during 2012, the Office for the Coordination of Humanitarian Affairs supported the ASEAN Regional Workshop on Environmental Emergencies. The workshop was a key step in implementing the strategic partnership between the Office for the Coordination of Humanitarian Affairs and the regional organization. The outcomes, which include a two-year workplan to strengthen national/regional capacities in environmental emergency response, enhanced national-level coordination between disaster management and environmental authorities. The workshop not only built impetus for similar initiatives with other regional organizations and Member States, but also raised awareness of regional and global mechanisms to respond to environmental emergencies.

In 2014-2015, assistance will be provided in the preparation and implementation of training courses focusing on harmonization of emergency response capacity assessment and coordination approaches as well as in the dissemination and implementation of established standards and recognized procedures. A series of technical workshops will be organized to build on information-sharing and knowledge networks among affected countries.

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[a] Indicative; subject to beneficiary requests.

B. Regional and subregional advisory services

Table 23.15 **Summary of requirements by subprogramme and implementing office**[a]

(Thousands of United States dollars)

			2014-2015					
	2010-2011 expenditure	*2012-2013 resources at revised rates*	*ECA*	*ESCAP*	*ECE*	*ECLAC*	*ESCWA*	*2014-2015 estimates*
Macroeconomic policy	2 510.3	3 188.5	3 586.4	–	–	–	–	3 586.4
Regional integration and trade	2 510.3	3 188.5	3 586.0	–	–	–	–	3 586.0
Innovations, technology and management of Africa's natural resources	2 510.3	3 188.4	3 586.2	–	–	–	–	3 586.2
Development planning and administration	2 510.3	3 188.4	3 586.1	–	–	–	–	3 586.1
Macroeconomic policy and inclusive development	1 242.5	1 484.5	–	1 470.5	–	–	–	1 470.5
Trade and investment	609.7	587.1	–	601.6	–	–	–	601.6
Transport	380.5	504.2	–	411.9	–	–	–	411.9
Environment and development	925.5	502.1	–	834.9	–	–	–	834.9
Information and communications technology and disaster risk reduction and management	735.4	601.3	–	615.9	–	–	–	615.9
Social development	586.3	532.9	–	554.2	–	–	–	554.2
Statistics	552.9	641.9	–	603.3	–	–	–	603.3
Subregional activities for development	616.3	1 255.9	–	1 184.4	–	–	–	1 184.4
Environment	589.5	700.7	–	–	636.3	–	–	636.3
Transport	524.0	537.4	–	–	643.4	–	–	643.4
Statistics	584.2	613.4	–	–	623.9	–	–	623.9
Economic cooperation and integration	701.0	858.7	–	–	745.4	–	–	745.4
Sustainable energy	530.2	641.0	–	–	650.2	–	–	650.2
Trade	516.7	514.1	–	–	520.9	–	–	520.9
Linkages with the global economy, regional integration and cooperation	396.5	394.0	–	–	–	271.1	–	271.1
Production and innovation	136.2	145.5	–	–	–	447.0	–	447.0
Macroeconomic policies and growth	2 662.3	2 462.5	–	–	–	2 608.4	–	2 608.4
Social development and equality	287.8	478.9	–	–	–	506.3	–	506.3
Population and development	254.8	415.3	–	–	–	438.3	–	438.3
Sustainable development and human settlements	326.2	144.4	–	–	–	150.4	–	150.4
Natural resources and infrastructure	53.2	139.3	–	–	–	145.3	–	145.3
Statistics	709.5	793.7	–	–	–	840.8	–	840.8
Subregional activities in Mexico and Central America	460.8	590.3	–	–	–	367.3	–	367.3
Subregional activities in the Caribbean	339.8	459.2	–	–	–	421.5	–	421.5
Integrated management of natural resources for sustainable development	627.2	727.2	–	–	–	–	660.3	660.3

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015*					
			ECA	*ESCAP*	*ECE*	*ECLAC*	*ESCWA*	*2014-2015 estimates*
Social development	455.7	640.3	–	–	–	–	578.1	578.1
Economic development and integration	1 594.5	1 719.5	–	–	–	–	1 717.9	1 717.9
Information and communications technology for regional integration	523.1	652.7	–	–	–	–	584.4	584.4
Statistics for evidence-based policymaking	594.0	771.0	–	–	–	–	709.1	709.1
Advancement of women	505.3	598.9	–	–	–	–	580.1	580.1
Conflict mitigation and development	159.2	198.3	–	–	–	–	607.8	607.8
Total	**29 222.0**	**34 060.0**	**14 344.7**	**6 276.7**	**3 820.1**	**6 196.4**	**5 437.7**	**36 075.6**

[a] Subject to change in response to assistance requests received; shown for indicative purposes only.

23.37 The estimates for this component amount to $36,075,600, or 60.2 per cent, of the total resources proposed under this section. In accordance with General Assembly resolution 2803 (XXVI) of 14 December 1971, provision is made for a system of regional and subregional advisory services for the purpose of assisting developing countries that are members of the regional commissions in solving problems that they may encounter in their national development efforts. The advisory services are made available in response to requests from Governments and involve advisory missions on an individual or joint multidisciplinary basis. The resources for regional and subregional advisory services are provided in the form of work-months estimated to meet the requirements in particular fields during the biennium. The regional advisers are engaged on a temporary basis and receive support from substantive divisions and administrative services of the regional commissions.

23.38 It is anticipated that 936 work-months of regional advisory services will be required in the biennium 2014-2015, compared to 1,128 work-months required during the biennium 2012-2013.

1. Economic and social development in Africa: $14,344,700

23.39 Activities in this area are implemented by the Economic Commission for Africa (ECA) in support of programme 15, Economic and social development in Africa, of the biennial programme plan for the period 2014-2015. During the biennium, the activities of ECA under this programme will be geared towards strengthening the capacity of member States and their development organizations in formulating and implementing appropriate policies and programmes for achieving the internationally agreed development goals, including the Millennium Development Goals, and the priorities of the New Partnership for Africa's Development (NEPAD). Efforts will be coordinated to ensure an appropriate balance between regional and subregional activities, with priority assigned to the needs of the regional economic communities and the African Union and its NEPAD programme. The programme will also support operational activities at the country level in the context of the work of the United Nations country teams in line with General Assembly resolution 67/226 on the quadrennial comprehensive policy review.

23.40 In 2014-2015, capacity development and technical cooperation activities under the regular programme of technical cooperation will follow the main policy priorities of ECA, which is focused on providing capacity-building support to member States in selected priority areas that correspond to the areas of its research focus and where its comparative strength and expertise is widely acknowledged in order to add value and make impact on the development prospects of its member States. In this regard, ECA will leverage its expertise in providing cutting-edge policy advisory and other capacity-building services to its member States, focusing on the following high priority areas: macroeconomic policy; industrialization; development planning; and natural resources. The capacity-building needs in some of those and other emerging areas will be met through short-term expertise, taking advantage of the cutting-edge knowledge and innovations available on the continent.

Table 23.16 **Requirements by object of expenditure**

(Thousands of United States dollars)

Regular budget

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*Resource changes*		*Total before recosting*	*Recosting*	*2014-2015 estimate*
			Amount	*Percentage*			
Other staff costs	8 204.7	4 657.8	(368.3)	(7.9)	4 289.5	1 142.2	5 431.7
Consultants	–	2 800	–	–	2 800	745.6	3 545.6
Travel of staff	750.8	960.0	–	–	960.0	45.6	1 005.6
Furniture and equipment	75.2	92.8	–	–	92.8	25.8	118.6
Grants and contributions	1 010.6	4 243.2	–	–	4 243.2	–	4 243.2
Total	**10 041.2**	**12 753.8**	**(368.3)**	**(7.9)**	**12 385.5**	**1 959.2**	**14 344.7**

Subprogramme 1. Macroeconomic policy

Implementing entity: ECA, Capacity Development Division

Relationship to the biennial programme plan for the period 2014-2015: programme 15, subprogramme 1, Macroeconomic policy, expected accomplishment (a)

Objective: To enhance the capacity of member States to design and implement appropriate macroeconomic policies and strategies for achieving sustainable growth and development in support of transformation in Africa

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	2 051.1	1 164.5	1 358.1
Consultants	–	700.0	886.4
Travel of staff	187.7	240.0	251.4
Furniture and equipment	18.8	23.2	29.7
Fellowships, grants and contributions	252.7	1 060.8	1 060.8
Total	**2 510.3**	**3 188.5**	**3 586.4**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*
(a) Strengthened capacity of national policymakers to design and implement appropriate macroeconomic policies and strategies that are cross-sectorally congruent and contribute to achieving inclusive growth and sustainable development	(a) (i) Increased number of member States reporting progress in the development and implementation of macroeconomic policies and programmes for growth and sustainable development that resulted from activities of the subprogramme 2010-2011: 8 Estimate 2012-2013: 9 Target 2014-2015: 10	ECA will assist African countries to integrate macroeconomic, fiscal, environmental and social policies into national development strategies, to make macroeconomic stabilization compatible with the long-term goals of inclusive and sustainable development, and structural transformation. Activities will focus mainly on providing advisory services and group training, in response to requests from governments, to support capacity-building and related policy advice for the design and implementation of appropriate macroeconomic policies and strategies for growth and development. The focus of the subprogramme will be on providing advisory services and policy recommendations based on the normative and analytical work of ECA to governments with a view to addressing the challenges of consolidating economic growth within a framework of stability and inclusiveness for poverty reduction and sustainable development. The main activities of the subprogramme will be focused on the following: • Providing technical advisory services on policies and strategies relating to the design of national macroeconomic frameworks • Supporting member States to design growth friendly macroeconomic frameworks taking into account appropriate fiscal, monetary, exchange rate, capital account policy tools and instruments for managing inflation and debt profiles • Developing national capacities in macroeconomic policy making in ECA member States through the design of appropriate frameworks, strengthening capacity for risk assessment and monitor and evaluate outcomes according to specified indicators • Preparation of position papers and technical studies on macroeconomic developments in support of enhancing the capacity of member States based on the analytical work of ECA • Supporting member States to harmonize their national macroeconomic policies, particularly in the context of promoting regional integration • Building of effective partnerships with other United Nations system agencies and bilateral partners through joint activities, continuous dialogue, mobilization of support and knowledge sharing with ECA member States
(b) Increased awareness and knowledge of policy options and their implications	(b) (i) Increased number of countries that incorporate new theoretical frameworks and economic forecasting models in the formulation and implementation of macroeconomic policies and programmes 2010-2011: 8 Estimate 2012-2013: 9 Target 2014-2015: 10 (ii) Increased number of beneficiaries of advisory services confirming the usefulness of the policy advice provided 2010-2011: 9 Estimate 2012-2013: 9 Target 2014-2015: 10	

Output summary (participants)				*Impact summary*
	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*	The activities in this area in 2014-2015 are expected to result in improved capacities of member States to design and implement appropriate macroeconomic policies and strategies that are cross-sectorally congruent and contribute to achieving inclusive growth and sustainable development. More countries will adopt new tools and methodologies for economic policy- and decision-making that would lead to higher levels of stable growth and sustainable development.
Advisory services	47	74	94	
Seminars/workshops	9 (121)	10 (142)	9 (124)	
Total	**56**	**84**	**103**	

Subprogramme 2. Regional integration and trade

Implementing entity: ECA, Capacity Development Division

Relationship to the biennial programme plan for the period 2014-2015: programme 15, subprogramme 2, expected accomplishment (c)

Objective: To strengthen the capacities of African countries and their intergovernmental organizations to promote industrialization and productivity in order to improve their linkages with the global economy and enhance regional cooperation and integration at the subregional and regional levels

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	2 051.1	1 164.5	1 357.7
Consultants	–	700.0	886.4
Travel of staff	187.7	240.0	251.4
Furniture and equipment	18.8	23.2	29.7
Fellowships, grants and contributions	252.7	1 060.8	1 060.8
Total	**2 510.3**	**3 188.5**	**3 586.0**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*
(a) Improved capacities to formulate, implement and manage industrial policies and agreements and their linkages to export development strategies with a view to achieving more effective participation in the global economy and economic transformation	(a) (i) Increased number of countries that have used information and inputs provided through ECA regional advisory services in the design or implementation of their industrial and export development policies 2010-2011: 9 Estimate 2012-2013: 9 Target 2014-2015: 10 (ii) Increased number of countries that have applied recommendations from ECA research findings and advisory services in formulating and implementing industrial policies for development 2010-2011: 8 Estimate 2012-2013: 9 Target 2014-2015: 10	Capacity-building activities will be implemented at the national, subregional and regional levels through advisory services, group training and institution strengthening activities in the areas of promoting industrialization, investment and trade, and will include: • Development of technical and institutional capacities for promoting industrialization in member States through the design of appropriate policy frameworks, taking into account manufacturing value chains, infrastructural needs, energy needs, job creation requirements and public-private sector collaboration through policy analysis and the development of appropriate national frameworks • Provision of advisory services to stakeholders in the public and private sectors in member States, upon their request, to enhance their capacity to formulate and manage/conduct industrial policy and assess the impact of industrialization on development and enhance their knowledge of industrialization issues, including assessing the impact of industrial policy on other areas of development, in particular economic development and integration • National, subregional, regional and interregional workshops to increase technical capacity to formulate, implement and manage industrial policy and industrial agreements • Technical studies oriented towards policymaking, the production of training materials and the organization of seminars and round tables with the private sector, and governmental and non-governmental organizations, to improve the understanding of industrial policy formulation and management and the assessment of its impact on other areas of development • Facilitating the harmonization of national industrial policies and strategies in the context of regional integration through the identification of appropriate convergence criteria
(b) Strengthened capacity of policymakers to assess the impact of industrial policy on other areas of development, particularly on economic growth and development as well as regional integration	(b) Increased number of policymakers and other participants in ECA technical cooperation activities that consider the knowledge acquired as useful or very useful for their work in the areas of industrialization, trade and export promotion 2010-2011: 8 Estimate 2012-2013: 9 Target 2014-2015: 10	

Output summary (participants)				*Impact summary*
	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*	For the biennium 2014-2015, it is expected that there will be a high demand from member States for advisory services and technical assistance in the areas of industrialization for development, including enhancing global competitiveness, linkages with productive sectors, including trade, manufacturing value chains and regional integration. More countries are also expected to adopt policy recommendations in those areas based on the work of ECA.
Advisory services	47	74	94	
Seminars/workshops	9 (121)	10 (141)	9 (124)	
Fellowships	1	2	–	
Field projects	1	–	–	
Total	**58**	**86**	**103**	

Subprogramme 3. Innovations, technology and management of Africa's natural resources

Implementing entity: ECA, Capacity Development Division

Relationship to the biennial programme plan for the period 2014-2015: programme 15, subprogramme 3, expected accomplishment (b)

Objective: To enhance technical, human and institutional capacities of member States to formulate, implement and monitor sustainable natural resources development policies, strategies and programmes, and enable member States to realize fuller benefits from the mineral sector

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	2 051.2	1 164.4	1 358.0
Consultants	–	700.0	886.4
Travel of staff	187.7	240.0	251.4
Furniture and equipment	18.8	23.2	29.6
Fellowships, grants and contributions	252.6	1 060.8	1 060.8
Total	**2 510.3**	**3 188.4**	**3 586.2**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*
(a) Enhanced capacities of member States and regional organizations to formulate, implement and monitor sustainable development policies and strategies, with particular emphasis on supporting natural resources development and management	(a) (i) Increased number of policies and programmes adopted and implemented by African countries for integrated natural resources development within the framework of enhancing regional integration 2010-2011: 8 Estimate 2012-2013: 9 Target 2014-2015: 10 (ii) Increased number of policymakers and other stakeholders that acquire knowledge and skills on integrated natural resources development and management, including energy resources 2010-2011: 8 Estimate 2012-2013: 9 Target 2014-2015: 10	• Providing technical advisory services on policies and strategies relating to the negotiation of natural resource contracts, including through policy analysis and dissemination of frameworks and guidelines • Supporting member States through policy analysis and development of appropriate frameworks to promote natural resources-based industrialization taking into account beneficiation, infrastructural needs, job creation requirements and public-private sector collaboration • Developing institutional capacity for natural resources management in ECA member States through the design of structures, the ability to assess risks and challenges and to monitor and evaluate outcomes according to specified indicators • Designing frameworks and guidelines for the natural resources sector in ECA member States and their institutions including through the preparation of position papers and technical studies based on ECA analytical work • Enabling member States to harmonize their strategies for natural resource management in the context of regional integration programmes and through the identification of potential forward and backward linkages and other related processes • Building of effective partnerships with other United Nations system agencies and bilateral partners through joint activities, continuous dialogue, mobilization of support and knowledge-sharing with ECA member States The subprogramme will implement one new Development Account project in the related area of capacity-building for effective natural resources contract negotiation.
(b) Enhanced capacity of member States to formulate and implement policy reforms and negotiate natural resources exploitation contracts to enable member States to realize fuller benefits from the mineral sector	(b) Increased number of countries adopting policies or regulatory frameworks for the management of natural and mineral resources in line with the Africa Mining Vision 2010-2011: 8 Estimate 2012-2013: 9 Target 2014-2015: 10	

Output summary (participants)				*Impact summary*
	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*	
Advisory services	47	73	94	The activities in this area in the biennium 2014-2015 are expected to result in improved capacity of member States to better articulate the contribution of the natural resources sector to national economies, negotiate beneficial natural resources exploitation contracts as well as develop and implement policies and programmes in the sector. In addition, capacity on the new mining regimes will be built and communities of practice will be formed to promote knowledge and experience-sharing on development and management of natural resources in Africa. More countries will adopt policies and programmes geared towards sustainable natural resources management, contribute to the implementation of the Africa Mining Vision, and facilitate regional, subregional and national-level harmonization of mineral policies, laws, regulations, codes, guidelines and standards and enhance the contribution of natural resources development to broad-based development of the continent.
Seminars/workshops	8 (120)	10 (141)	8 (124)	
Total	**55**	**83**	**102**	

Subprogramme 4. Development planning and administration

Implementing entity: ECA, Capacity Development Division

Relationship to the biennial programme plan for the period 2014-2015: programme 15, subprogramme 8, expected accomplishments (a) and (b)

Objective: To enhance the capacity of ECA member States for better economic policy analysis and development planning and management

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	2 051.2	1 164.4	1 357.9
Consultants	–	700.0	886.4
Travel of staff	187.7	240.0	251.4
Furniture and equipment	18.8	23.2	29.6
Fellowships, grants and contributions	252.6	1 060.8	1 060.8
Total	**2 510.3**	**3 188.4**	**3 586.1**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*
(a) Strengthened capacity of member States for better development planning, formulation of policies and approaches	(a) (i) Increased number of countries and subnational regions adopting policies and measures or implementing activities in the area of development planning in line with the subprogramme recommendations 2010-2011: 8 Estimate 2012-2013: 9 Target 2014-2015: 10 (ii) Increased number of respondents in the African region that provide positive feedback regarding their utilization of ECA training programmes and materials on development planning 2010-2011: 9 Estimate 2012-2013: 9 Target 2014-2015: 10	• Providing technical advisory services on policies and strategies relating to development planning through scenario analysis, missions, policy analysis and dissemination of frameworks and guidelines • Developing institutional capacity for development planning in ECA member States through the design of coordination mechanisms, ability to assess risks and challenges and to monitor and evaluate outcomes according to specified indicators • Designing frameworks and guidelines for development planning in ECA member States and their institutions, including through the preparation of position papers and technical studies based on ECA analytical work • Enabling member States to harmonize their national development plans with regional plans and programmes through the identification of linkages and related processes • Building of effective partnerships with other United Nations system agencies and bilateral partners through joint activities, continuous dialogue, mobilization of support and knowledge sharing with ECA member States
(b) Enhanced capacity of ECA member States for better economic policy formulation, analysis, and management	(b) (i) Increased number of countries adopting new development planning approaches in policy formulation and management, and appropriate measures in line with subprogramme guidelines and recommendations 2010-2011: 8 Estimate 2012-2013: 9 Target 2014-2015: 10	

	(ii) Increased number of national or subregional public sector departments and institutions in the African region applying appropriate new policies and approaches in planning and analysis 2010-2011: 9 Estimate 2012-2013: 9 Target 2014-2015: 10	

Output summary (participants)

	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*
Advisory services	47	73	94
Seminars/workshops	8 (120)	10 (141)	8 (124)
Field projects	–	3	–
Total	**55**	**86**	**102**

Impact summary

The activities in this area in the biennium 2014-2015 are expected to result in improved capacity of member States to: (a) formulate better policies and measures or implement activities in the area of development planning; and (b) harmonize their national development plans with regional plans and programmes, including through the identification of linkages and related processes for Africa's regional integration.

2. Economic and social development in Asia and the Pacific: $6,276,700

23.41 The activities in this area are implemented by the Economic and Social Commission for Asia and the Pacific (ESCAP) in support of programme 16, Economic and social development in Asia and the Pacific, of the biennial programme plan for the period 2014-2015. During the biennium 2014-2015, technical cooperation activities will target the advancement of technical, managerial and organizational capacities in the developing and least developed member and associate member States of ESCAP. Those efforts will be geared towards planning and delivering more effective policies and programmes, particularly in support of the achievement of the Millennium Development Goals and outcomes of other United Nations conferences and summits, including the follow-up to the United Nations Conference on Sustainable Development. The capacity-development activities will cover a broad scope, including: societal and organizational transformation; policy-level impact and sustainability; creation of space for and management of dialogues, relationships and partnerships; and knowledge networks.

Table 23.17 **Requirements by object of expenditure**

(Thousands of United States dollars)

Regular budget

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*Resource changes*		*Total before recosting*	*Recosting*	*2014-2015 estimate*
			Amount	*Percentage*			
Other staff costs	2 141.8	2 111.2	318.3	15.1	2 429.5	205.8	2 635.3
Consultants	768.1	1 038.7	(92.7)	(8.9)	946.0	80.1	1 026.1
Experts	–	–	–	–	–	–	–
Travel of staff	616.2	785.0	(81.5)	(10.4)	703.5	33.4	736.9
Grants and contributions	2 123.0	2 175.0	(320.5)	(14.7)	1 854.5	23.9	1 878.4
Total	**5 649.1**	**6 109.9**	**(176.4)**	**(2.9)**	**5 933.5**	**343.2**	**6 276.7**

Subprogramme 1. Macroeconomic policy and inclusive development

Implementing entity: Economic and Social Commission for Asia and the Pacific, Macroeconomic Policy and Development Division

Relationship to the biennial programme plan for the period 2014-2015: programme 16, subprogramme 1

Objective: To foster a sound macroeconomic policy environment and enhance regional economic cooperation for inclusive and sustainable development in the Asia-Pacific region, especially in support of poverty reduction and other internationally agreed development goals, particularly among countries with special needs

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	682.4	564.9	789.8
Consultants	60.7	193.3	150.4
Travel of staff	96.8	212.1	148.4
Fellowships, grants and contributions	402.6	514.2	381.9
Total	**1 242.5**	**1 484.5**	**1 470.5**

Expected accomplishments	*Indicators of achievement*
(a) Enhanced understanding among policymakers and other target groups of development trends, emerging issues, macroeconomic challenges and evidence-based policy options that promote economic growth, reduce poverty and narrow the development gaps	(a) Increased number of review articles and references to ESCAP publications and other activities on macroeconomic policy, finance and development in policy documents, academic literature and key media outlets 2010-2011: 700 Estimate 2012-2013: 800 Target 2014-2015: 900
(b) Enhanced regional voice in global development forums and strengthened regional economic and financial cooperation to exploit synergies for mutual benefit towards inclusive and sustainable development, including through South-South cooperation	(b) Increased number of outcome documents and resolutions reflecting consensus on regional economic and financial cooperation that feed into global development forums 2010-2011: 2 Estimate 2012-2013: 3 Target 2014-2015: 4
(c) Improved capacity of member States, particularly countries with special needs, to design and implement development policies for achieving the Millennium Development Goals and implementing the Istanbul Programme of Action for the Least Developed Countries and internationally agreed development goals	(c) (i) Increased percentage of participants in ESCAP activities indicating that they are better able to design and implement sound economic development policies in support of the regional implementation of the Istanbul Programme of Action, the Millennium Development Goals and other internationally agreed development goals 2010-2011: 67 Estimate 2012-2013: 80 Target 2014-2015: 81

Activities/outputs/projects[a]

Capacity-development activities will be implemented in the areas of macroeconomic policy, poverty reduction, food security, sustainable agriculture and the challenges faced by countries with special needs, including:

- Organization of policy dialogues to disseminate research and analytical work carried out by the Macroeconomic Policy and Development Division, particularly those contained in the *Economic and Social Survey of Asia and the Pacific*, for capacity-building of policymakers and in support of government national strategies on macroeconomic policy and development
- Preparation of the Asia-Pacific Mid-term Review of the Istanbul Programme of Action, to strengthen the implementation capacity of policymakers, particularly in the least developed countries
- Preparation of technical background papers on selected issues in the least developed countries as part of the implementation of the Istanbul Programme of Action, in collaboration with the Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States and the Department of Economic and Social Affairs, to enhance the productive capacity development and graduation efforts of policymakers
- Organization of training courses on integrating the Istanbul Programme of Action into the development strategies of the least developed countries and of multi-stakeholder subregional advocacy workshops for implementing the Dhaka Outcome Document and the Istanbul Programme of Action
- Provision of support to the identification of effective policies, strategies, programmes and good practices on sustainable agricultural development that would enhance food security and reduce poverty to meet internationally agreed development goals and outcomes, particularly the Millennium Development Goals and the outcome of the United Nations Conference on Sustainable Development, through research and development of project proposals for implementation in collaboration with relevant ministries and research institutes in ESCAP member States

	(ii) Increased number of countries that adopt government policies, programmes and initiatives that reflect principles or recommendations advanced by ESCAP to achieve the Millennium Development Goals and other internationally agreed targets 2010-2011: 21 Estimate 2012-2013: 26 Target 2014-2015: 30	• Preparation of publications that identify development trends and emerging issues on poverty, food security and agricultural sustainability, and share the findings to enhance the capacity of ESCAP member States to respond effectively to new and emerging issues, in particular in support of vulnerable countries as well as smallholders and people living on marginal lands, and share the findings with ESCAP member States • Identification of areas and opportunities for regional cooperation among member States and subregional institutions on sustainable agriculture, food security and poverty reduction, and support the capacity of regional intergovernmental bodies, namely, the Association of South East Asian Nations (ASEAN), the South Asian Association for Regional Cooperation and the South Pacific Community to implement best practices • Strengthening the capacity of government officials by organizing training courses at the national/regional levels to strengthen national capacity for undertaking agricultural policy analyses, including modelling and simulations, and agricultural statistics in partnership with relevant United Nations entities, international organizations and national development partners targeting officials working in government ministries and research institutes and mid-career professionals with greater potential for contribution to national development.
(d) Improved capacity of member States to formulate and implement rural development policies that promote sustainable agriculture and food security	(d) Increased percentage of member States participating in the work of the Centre for Alleviation of Poverty through Sustainable Agriculture indicating that they are better able to formulate and implement rural development policies that promote sustainable agriculture and food security 2010-2011: 70 Estimate 2012-2013: 80 Target 2014-2015: 85	

Output summary (participants)

	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*
Advisory services	20	20	20
Seminars/workshops	6	10	10
Total	**26**	**30**	**30**

Impact summary

On macroeconomics-related capacity-building, the subprogramme organized policy dialogues in over 20 capitals, helping national policymakers and other target groups to translate the key policy analysis and recommendations identified at the regional/subregional levels to their respective national circumstances. Given the growing interest among member States, the Division plans to expand the dialogues to 30 capitals in the current and next biennium.

On the least developed countries, the subprogramme organized key capacity-building events before, during, and after the adoption of the Istanbul Programme of Action at the Fourth United Nations Conference on the Least Developed Countries, held in May 2011. They were targeted at policymakers and civil society organizations from the 13 least developed countries in the region, and helped identify and address major gaps in implementing the Istanbul Programme of Action, including in the areas of human and social development and mobilization of financial resources. Training courses, advocacy workshops and other activities in the current and next biennium are expected to further strengthen national capacities.

On sustainable agriculture, the subprogramme has organized, through the Centre for Alleviation of Poverty through Sustainable Agriculture, several workshops and training and research activities to help agricultural policymakers and researchers share and adapt best practices as well as develop and utilize statistical and other tools. Those activities are helping countries to address food insecurity and rural poverty.

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[a] Indicative; subject to beneficiary requests.

Subprogramme 2. Trade and investment

Implementing entity: ESCAP, Trade and Investment Division

Relationship to the biennial programme plan for the period 2014-2015: programme 16, subprogramme 2

Objective: To enhance trade, investment, enterprise development and technology transfer for inclusive and sustainable development in the Asia-Pacific region

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	40.6	–	–
Consultants	190.2	253.4	269.9
Travel of staff	57.9	63.7	66.4
Fellowships, grants and contributions	321.0	270.0	265.3
Total	**609.7**	**587.1**	**601.6**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*[a]
(a) Enhanced knowledge of ESCAP member States of trends, emerging issues and evidence-based policy options in the area of trade, investment, enterprise development and technology transfer in support of inclusive and sustainable development	(a) Increased number of review articles and references to ESCAP publications, related materials and activities in the area of trade and investment, in the policy-related literature and key media outlets 2010-2011: – Estimate 2012-2013: 30 Target 2014-2015: 35	Capacity development will focus on: paperless trade facilitation; negotiation of regional trade agreements; foreign direct investment, promotion of grass-roots innovations and transfer of technology, including agricultural technology; small- and medium-sized enterprise development; and inclusive and sustainable trade and investment policymaking and regional integration in line with the outcome of the United Nations Conference on Sustainable Development. It will be delivered through: (a) professional advisory services to be provided in response to requests from governments, including Bangladesh, Cambodia, Iran (Islamic Republic of), Kyrgyzstan, the Lao People's Democratic Republic, Mongolia, Myanmar, Nepal, Sri Lanka and Tajikistan, through skilled in-house and short-term external expert services; (b) training/workshops to promote more effective transfer of knowledge; and (c) networking among established and emerging experts of member countries, including those from line ministries and research and development institutes involved in trade, investment, enterprise development, technology transfer and sustainable agriculture and mechanization. The subprogramme will draw upon the normative and analytical work of ESCAP, including the *Asia-Pacific Trade and Investment Report* in 2015, analytical work undertaken under the Asia-Pacific Research and Training Network on Trade and the United Nations Network of Experts for Paperless Trade in Asia and the Pacific, and recommendations from the Asia Pacific Network for Testing of Agricultural Machinery and the Asia-Pacific Foreign Direct Investment Network for Least Developed and Landlocked Developing Countries. The subprogramme will also implement capacity-development activities, including the eighth tranche Development Account project on enhancing regional connectivity in collaboration with the ESCAP subprogrammes on transport and information and communications technology.
(b) Strengthened regional cooperation in trade, investment, enterprise development, innovation and the development and transfer of technology in support of inclusive and sustainable development	(b) Number of ESCAP member States participating in or indicating that they find regional cooperation mechanisms in trade and investment fostered by ESCAP useful for their country 2010-2011: 26 Estimate 2012-2013: 15 Target 2014-2015: 26	
(c) Increased capacity of ESCAP member States to formulate and implement more effective and coherent policies on trade, investment, enterprise development and technology transfer in support of inclusive and sustainable development	(c) Percentage of participants in ESCAP activities and initiatives indicating that they have increased their capacity to formulate or implement more effective and coherent policies on trade, investment and enterprise development 2010-2011: 83 per cent Estimate 2012-2013: 80 per cent Target 2014-2015: 80 per cent	

		To maximize impact, the subprogramme will create synergies with the work of key partners, including the Asian Development Bank, UNCTAD, the Economic Commission for Europe (ECE), WTO, the International Development Research Centre and the World Bank, as well as with subregional organizations, such as ASEAN and the South Asian Association for Regional Cooperation, and with trade and investment research institutes, universities, national and subregional chambers of commerce and the Global Compact Office and Global Compact country networks.

Output summary (participants)

	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*
Advisory services	–	5	5
Seminars/workshops	6	6	5
Total	**6**	**11**	**10**

Impact summary

In 2010-2011, more than 80 per cent of participants who took part in capacity-development activities on trade, investment and enterprise development of the subprogramme indicated that they had acquired increased capacity to formulate or implement more effective and coherent policies, with concrete progress made in several countries, including Cambodia and Mongolia, in facilitating trade and making progress on the implementation of paperless trade systems. Anticipated changes from 2012-2013 activities include more countries in the region implementing trade and investment policies and procedures conducive to increased intraregional trade and investment and inclusive growth, with further progress to be made in 2014-2015 with the support of the subprogramme.

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[a] Indicative; subject to beneficiary requests.

Subprogramme 3. Transport

Implementing entity: ESCAP, Transport Division

Relationship to the biennial programme plan for the period 2014-2015: programme 16, subprogramme 3

Objective: To strengthen regional cooperation and integration in transport for inclusive and sustainable development in the ESCAP region

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
Consultants	40.3	120.5	65.9
Travel of staff	37.5	63.7	83.8
Fellowships, grants and contributions	302.7	320.0	262.2
Total	**380.5**	**504.2**	**411.9**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*[a]
(a) Enhanced knowledge and increased capacity of ESCAP member States to develop and implement transport policies and programmes	(a) Increased number of government policies, programmes and initiatives that reflect transport-related principles or recommendations promoted by ESCAP 2010-2011: 69 Estimate 2012-2013: 80 Target 2014-2015: 90	Capacity development will continue to revolve around the nine thematic areas identified in the Regional Action Programme for Transport Development in Asia and the Pacific, phase II (2012-2016), which include: (a) transport infrastructure development; (b) transport facilitation; (c) transport logistics; (d) finance and private sector participation; (e) sustainable transport development; (f) road safety; (g) transport and the Millennium Development Goals; (h) inter-island shipping; and (i) connecting subregional transport networks. Key delivery modalities will include: (a) professional advisory services to be provided in response to requests from governments, particularly the least developed countries, landlocked developing countries and small island developing States, through skilled in-house and short-term external expert services; and (b) training/workshops at the national, subregional and regional levels to develop capacity towards reaching the development and implementation of sustainable transport-related policies on transport facilitation, logistics, international integrated intermodal transport connecting the Asian Highway Network, the Trans-Asian Railway Network and dry ports of international importance, road safety, and public-private partnerships for infrastructure development and affordable and economically feasible inter-island shipping services. It should be noted that regular programme of technical cooperation funds will be especially important for supporting the implementation of the intergovernmental agreement on dry ports, which is expected to be adopted by ESCAP at its sixty-ninth session, in 2013, as well as the Regional Strategic Framework on the Facilitation of International Road Transport, which was formulated and adopted by the Ministerial Conference on Transport. Regular programme of technical cooperation funds will be used to assist Myanmar in establishing a sustainable training system for the logistics industry, a need identified during advisory services. In this regard, the subprogramme will continue to collaborate closely with key United Nations agencies, intergovernmental organizations, subregional organizations, non-governmental organizations and other collaborating institutions active in inclusive and sustainable transport in Asia and the Pacific, as well as with existing cooperation mechanisms, including the United Nations Special Programme for the Economies of Central Asia.
(b) Increased capacity of ESCAP member States and the private sector to plan and develop international intermodal transport linkages, including the Asian Highway Network, the Trans-Asian Railway Network and dry ports of international importance	(b) Number of national projects and programmes to upgrade regional transport infrastructure, including the Asian Highway Network, the Trans-Asian Railway Network and dry ports of international importance 2010-2011: 55 Estimate 2012-2013: 65 Target 2014-2015: 70	
(c) Increased capacity of ESCAP member States and the private sector to implement measures to improve the efficiency of international transport operations and logistics	(c) Increased number of initiatives to remove non-physical bottlenecks and facilitate the efficient movement of people, goods and vehicles along transport routes and at border crossings 2010-2011: 18 Estimate 2012-2013: 24 Target 2014-2015: 30	

Moreover, regular programme of technical cooperation funds will support subregional initiatives, including follow-up to the Agreement between the governments of the Shanghai Cooperation Organization member States on Facilitation of International Road Transport. In collaboration with the ESCAP Pacific Office, regular programme of technical cooperation funds will be used to enhance the capacity of Pacific island countries to provide efficient, reliable and affordable shipping services to, from, between and within the island and archipelagic developing countries.

Output summary (participants)

	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*
Advisory services	4	6	11
Seminars/workshops	4	4	20
Total	**8**	**10**	**31**

Impact summary

Since the adoption of the Intergovernmental Agreement of the Shanghai Cooperation Organization Member States on Facilitation of International Road Transport in 2008, the regular programme of technical cooperation funds of ESCAP (sect. 23) have continued to play an important role in the preparation and finalization of the annexes to the agreement. That Agreement is aimed at facilitating the movement of freight transport by road between the member States of the Shanghai Cooperation Organization, namely, China, Kazakhstan, Kyrgyzstan, the Russian Federation, Tajikistan and Uzbekistan, and as such will become a critical step in the operationalization of the Asian Highway Network. During the biennium 2010-2011, the secretariat provided advisory services to government officials on the various issues involved, as well as technical assistance in organizing one consultation meeting and the third Negotiating Meeting on Draft Annexes to the Agreement between the Governments of the Shanghai Cooperation Organization Member States on Facilitation of International Road Transport. Those annexes describe the operational arrangements for the implementation of the Agreement and cover several sensitive and complex issues, such as control measures at border crossings. Thanks to those efforts, the annexes to the Agreement have been finalized and are expected to be signed by the respective member States in the near future. Over the bienniums 2012-2013 and 2014-2015, this approach will be extended to other subregions to gradually achieve regional harmonization.

[a] Indicative; subject to beneficiary requests.

Subprogramme 4. Environment and development

Implementing entity: ESCAP, Environment and Development Division

Relationship to the biennial programme plan for the period 2014-2015: programme 16, subprogramme 4

Objective: To improve the sustainability, resilience and inclusiveness of societies in Asia and the Pacific, including through promoting quality of growth

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	385.4	–	403.3
Consultants	183.3	120.5	140.7
Travel of staff	82.1	63.6	56.8
Fellowships, grants and contributions	274.7	318.0	234.1
Total	**925.5**	**502.1**	**834.9**

Expected accomplishments	*Indicators of achievement*
(a) Enhanced understanding by local and national governments of environmental, energy and water and urban policies and strategies for poverty reduction and inclusive and sustainable development	(a) Number of references to ESCAP publications, policy briefs, projects and related activities in policy documents, declarations and statements and in key media outlets showing an increased understanding of environmental, energy and water and urban policies and strategies for inclusive and sustainable development 2010-2011: 10 Estimate 2012-2013: 15 Target 2014-2015: 15
(b) Improved capacity of Governments and other stakeholders in developing and implementing environmental, energy, water and urban policies and strategies for inclusive and sustainable development	(b) Number of policies, strategies and initiatives developed by Governments and other stakeholders reasonably attributable to ESCAP interventions in the areas of environment, energy, water and urban policies and strategies for inclusive and sustainable development 2010-2011: 10 Estimate 2012-2013: 15 Target 2014-2015: 15
(c) Strengthened regional cooperation and networking on environmental, energy and water and urban policies and strategies for inclusive and sustainable development	(c) Number of outcome documents, recommendations and initiatives from ESCAP member States and other key actors on regional cooperation issues related to environment, energy security, water resources management and urban development 2010-2011: 1 Estimate 2012-2013: 14 Target 2014-2015: 20

Activities/outputs/projects[a]

Activities in the area of environment and development policy will be designed and implemented to support the delivery of subprogramme outputs with particular highlights, among others, on the effective regional implementation of the outcome of the United Nations Conference on Sustainable Development, including the follow-up to the relevant national, regional and interregional initiatives, preparation for the Seventh Ministerial Conference on Environment and Development in Asia and the Pacific, and will include: (a) assistance to national capacity-building on the development and implementation of sustainable development, goals and benchmarking the progress towards sustainable development; (b) regional capacity development for enhanced skills for development and application of green growth strategies, policies and tools, including conduct of training-of-trainers seminars and operation of the online e-learning facilities; (c) strengthening regional partnerships on implementation of the outcome of the United Nations Conference on Sustainable Development, including national, regional and interregional initiatives; and (d) regional cooperation on win-win policy approaches to climate change and development.

Technical assistance, such as feasibility studies and training through regional cooperation and technical advisory services, will be provided to member countries. Section 23 will be used to promote the sustainable use of energy, including organization of the United Nations Special Programme for the Economies of Central Asia project working group on the energy and water sectors, through the development of strategy and training for policymakers to improve the capacity of integrating energy and water policies into sustainable development plans in Central Asia.

In the area of water resources, the subprogramme will implement activities relating to water in the green economy at the seventh World Water Forum, reviewing progress towards the Millennium Development Goals and Sanitation, as well as for capacity development on international water resources management in landlocked developing countries and the least developed countries and on water and energy issues in Central Asia with the cooperation of CapNet UNDP and other partners.

The activities will be implemented to strengthen the capacity of member States by making them aware of the latest trends and emerging issues concerning policymaking and decision-taking of urban development areas. Capacity development will be delivered through: (a) technical reports of subregional urban experience through technical research and background papers; and (b) workshops/seminars on key themes, including urban infrastructure development, multi-stakeholder policy consultation on sustainable urban development, and urban management and governance.

Output summary (participants)

	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*
Advisory services	20	6	6
Seminars/workshops	6	14	12
Total	**26**	**20**	**18**

Impact summary

The capacity of member States will be enhanced through advisory services and technical assistance, which will provide a greater range of policy options that improve outcomes on sustainable development and green growth in the Asia-Pacific region. Member States will be served through the formulation and dissemination of innovative policy solutions which strengthen member States' capacity to more effectively manage urban development and natural resources, including energy and water, and to support the outcomes of the Asian and Pacific Energy Forum and other high-level international governmental meetings, including participation in the Seventh Ministerial Conference on Environment and Development in Asia and the Pacific and the Sixth Asia-Pacific Urban Forum.

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[a] Indicative; subject to beneficiary requests.

Subprogramme 5. Information and communications technology and disaster risk reduction and management

Implementing entity: ESCAP, Information and Communications Technology and Disaster Risk Reduction Division

Relationship to the biennial programme plan for the period 2014-2015: programme 16, subprogramme 5

Objective: To strengthen ICT connectivity and enhance regional cooperation and capacity for improved disaster risk reduction and management and associated socioeconomic risks towards an inclusive and sustainable development in Asia and the Pacific

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	330.1	410.3	403.3
Consultants	10.0	36.2	39.1
Travel of staff	165.4	84.8	80.6
Fellowships, grants and contributions	229.9	70.0	92.9
Total	**735.4**	**601.3**	**615.9**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*[a]
(a) Improved capacity of member States to measure and analyse progress towards an inclusive and resilient information society	(a). Increased percentage of policymakers who indicated enhanced knowledge and skills to formulate policies and strategies in the field of ICT and disaster risk reduction, including gender dimensions 2010-2011: 70 Estimate 2012-2013: 72 Target 2014-2015: 75	For the biennium 2014-2015, regular programme of technical cooperation resources will play a supplementary role in supporting the subprogramme's effort in achieving its objective through: the implementation of capacity-development activities in the areas of disaster risk reduction and ICT and space applications for disaster risk management; strengthening the capacities of member States to implement the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters in Asia and the Pacific and; supporting the efforts of member States to achieve the Millennium Development Goals and follow-up to the outcomes of United Nations Conference on Sustainable Development. Capacity development will be delivered through: (a) the provision of advisory services, in response to requests from member States, in disaster risk reduction and damage and loss assessment, and ICT and space applications for disaster risk management; (b) training workshops to build capacities in the use of the damage and loss assessment methodology to member States affected by disasters; (c) training seminars to share information and good practices in resilient recovery and reconstruction among member States hit by catastrophic disasters and to strengthen networking at the subregional and regional levels; and (d) training in space applications and geospatial information for disaster risk management to developing countries, in particular countries with special needs, provided by member States through South-South cooperation under the Regional Space Applications Programme for Sustainable Development of ESCAP. The subprogramme is expected to implement five capacity-building workshops on damage and loss assessment for resilient recovery and reconstruction to member States affected by disasters, and in space applications and geospatial information for disaster risk management under the Regional Space Applications Programme for Sustainable Development. They will supplement five planned field projects and one Development Account project in the areas of disaster risk reduction and resilience-building, information and communications technology and space-based applications for disaster risk management.
(b) Strengthened regional cooperation in ICT connectivity for the promotion of inclusive and sustainable development	(b) Increased number of statements and reports by ESCAP member States deriving benefits from ESCAP-promoted regional cooperation mechanisms devoted to ICT connectivity, including space applications and disaster risk reduction 2010-2011: 8 Estimate 2012-2013: 9 Target 2014-2015: 10	
(c) Improved knowledge and awareness of member States of effective policies and strategies in disaster risk reduction in the region	(c) Increased percentage of ESCAP member States participating in ESCAP activities indicating that they are better able to assess, prepare for and manage disaster risks 2010-2011: 60 Estimate 2012-2013: 60 Target 2014-2015: 62	

(d) Strengthened capacity of member States to apply ICT for inclusive and sustainable socioeconomic development policies and programmes	(d) Percentage of participants in activities of the Asian and Pacific Training Centre for Information and Communication Technology for Development who indicated that they are better able to apply ICT for socioeconomic development 2010-2011: 88 Estimate 2012-2013: 85 Target 2014-2015: 85	The subprogramme will link with regional organizations, such as ASEAN, the South Asian Association for Regional Cooperation, the Pacific Islands Forum and the subregional offices, to address disaster risk reduction and development issues specific to the subregions. Strategic partnerships will be built with United Nations partners, such as UNISDR, the Office for the Coordination of Humanitarian Affairs and UNDP, to enhance coherence across the United Nations system.

Output summary (participants)

	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*
Advisory services	20	20	18
Seminars/workshops	4	4	4
Total	**24**	**24**	**22**

Impact summary

The subprogramme anticipates that the number of countries that will receive training in damage and loss assessment for recovery and reconstruction and in space applications for disaster risk management will continue to increase with the capacity-building activities envisaged in the bienniums 2012-2013 and 2014-2015. The advisory services and capacity-development activities would contribute significantly to enhancing the capacities of member States in formulating disaster risk reduction strategies, assessing the socioeconomic effects caused by disasters, effective recovery and reconstruction, and increase the number of countries in Asia and the Pacific that will be able to more effectively address the challenges posed by the increasing trends of natural disasters and thus minimize the risks to natural disasters and potential damage and losses that would derail the development gains made.

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[a] Indicative; subject to beneficiary requests.

Subprogramme 6. Social development

Implementing entity: ESCAP, Social Development Division

Relationship to the biennial programme plan for the period 2014-2015: programme 16, subprogramme 6

Objective: To strengthen regional cooperation in building a socially inclusive society that protects, empowers and ensures equality for all social groups in Asia and the Pacific

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	–	108.7	118.1
Consultants	228.2	60.5	122.2
Travel of staff	17.8	63.7	65.2
Fellowships, grants and contributions	340.3	300.0	248.7
Total	**586.3**	**532.9**	**554.2**

Expected accomplishments	*Indicators of achievement*
(a) Increased knowledge and awareness of social development and population trends and policies in the region, including their gender dimensions, as a basis for effective decision-making by ESCAP member States	(a) Number of references made by member States to the usefulness of social development and population policy options, strategies and good practices promoted by ESCAP as a basis for policymaking and programming 2010-2011: 5 Estimate 2012-2013: 8 Target 2014-2015: 12
(b) Enhanced regional cooperation and capacity in implementing international commitments to promote social integration and social protection, particularly for vulnerable social groups, in Asia and the Pacific	(b) Number of regional and subregional frameworks, partnerships and arrangements established for cooperation to promote social integration and social protection, particularly for vulnerable social groups, including youth, older persons and persons living with, affected by and vulnerable to HIV 2010-2011: 3 Estimate 2012-2013: 5 Target 2014-2015: 5
(c) Enhanced regional cooperation and capacity in implementing international commitments to promote gender equality and women's empowerment in Asia and the Pacific	(c) Percentage of Government participants indicating that their knowledge and skills have been enhanced as a result of ESCAP capacity-development activities and knowledge products on gender equality and women's empowerment, including for gender mainstreaming throughout their policies and programmes 2010-2011: 75 Estimate 2012-2013: 75 Target 2014-2015: 80

Activities/outputs/projects[a]

Capacity development will focus on assisting member States in meeting internationally agreed development goals and outcomes of major United Nations conferences relevant to the subprogramme, in particular: the Beijing Declaration and Platform for Action as well as the Beijing+20 Review; the Political Declaration on HIV and AIDS; the World Programme of Action on Youth; the outcome of the Conference on Sustainable Development; the Madrid International Plan of Action on Ageing; the Convention on the Rights of Persons with Disabilities; and the Incheon Strategy to Make the Right Real for Persons with Disabilities. In building capacity, the subprogramme will focus its resources and attention on responding to demands from the least developed countries and landlocked developing countries in Asia and the Pacific.

Capacity development will draw upon the subprogramme's normative and analytical work and employ the following key modalities: (a) policy advice and technical support, in response to requests from member States, provided by skilled in-house staff and by external technical experts; (b) national and regional capacity development to support governments in monitoring progress in meeting international commitments; (c) production of training and advocacy materials on good practices for further adaptation and upscaling across the region; and (d) establishing and strengthening networks of local experts through South-South cooperation. All activities will aim to respond to direct requests from member States and will promote coordination among United Nations agencies.

To ensure the effective delivery of its programme of work, the subprogramme will continue to forge partnerships and to leverage support from other United Nations agencies, including: the Asia-Pacific Regional Coordination Mechanism — United Nations Development Group Thematic Working Group on Youth; the Regional Coordination Mechanism Thematic Working Group on International Migration, including Human Trafficking; the Regional Coordination Mechanism Thematic Working Group on Gender Equality and Empowerment of Women and the Regional Coordination Mechanism Thematic Working Group on Health and the United Nations Regional Inter-agency Team on AIDS.

At the global level, the subprogramme will continue to work in close collaboration with the Inter-agency Network on Youth Development, the Global Migration Group, and the Inter-agency Network on Women and Gender Equality.

(d) Enhanced regional cooperation and capacity to promote the rights of persons with disabilities in Asia and the Pacific	(d) Number of recommendations and decisions, as well as initiatives undertaken by ESCAP member States, towards strengthening regional and subregional frameworks for cooperation to promote the rights of persons with disabilities 2010-2011: – Estimate 2012-2013: 4 Target 2014-2015: 8	

Output summary (participants)

	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*
Advisory services	15	18	18
Seminars/workshops	10	11	11
Total	**25**	**29**	**29**

Impact summary

The subprogramme anticipates that, during the biennium 2012-2013, this trend will continue and that the capacity of national policymakers will be further enhanced in key strategic and emerging areas, such as youth, population development, health and social protection. The adoption by ESCAP member States of the Incheon Strategy to Make the Right Real for Persons with Disabilities in Incheon, Republic of Korea, in November 2012, is also expected to generate significant additional demands for advisory services from, and technical cooperation among, member States during the coming bienniums.

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[a] Indicative; subject to beneficiary requests.

Subprogramme 7. Statistics

Implementing entity: ESCAP, Statistics Division

Relationship to the biennial programme plan for the period 2014-2015: programme 16, subprogramme 7

Objective: To improve the use of statistics for evidence-based decision-making and to develop and disseminate quality statistics for inclusive, sustainable and resilient societies in the ESCAP region

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	348.2	410.3	403.4
Consultants	27.0	36.7	37.9
Travel of staff	70.5	84.9	75.5
Fellowships, grants and contributions	107.2	110.0	86.5
Total	**552.9**	**641.9**	**603.3**

Expected accomplishments	*Indicators of achievement*
(a) Enhanced understanding among decision makers and members of the public, through statistical information and analysis, of development trends and emerging issues in order to promote inclusive, sustainable and resilient societies	(a) Percentage of national decision makers and members of the public who indicate that they found ESCAP outputs relevant and useful in monitoring and understanding key development trends and emerging issues and deciding on related policies 2010-2011: 3 Estimate 2012-2013: 5 Target 2014-2015: 5
(b) Increased capacity of ESCAP member States to produce, disseminate and use statistics in accordance with internationally agreed standards and good practices in support of progress towards inclusive, sustainable and resilient societies	(b) Percentage of participants in relevant ESCAP activities who indicate that they were able to apply the knowledge gained for the better provision and use of comparable data 2010-2011: 60 Estimate 2012-2013: 60 Target 2014-2015: 65

Activities/outputs/projects[a]

Capacity-development activities will be implemented in the areas of economic statistics, environmental statistics, population and vital statistics, including use of civil registration systems, and social statistics. Capacity development will also focus on new measurement demands for the post-2015 agenda and outcomes of the United Nations Conference on Sustainable Development, on modernizing statistical systems to fully meet clients' needs, monitoring of the Millennium Development Goals, and on production of basis statistics in countries with special needs.

Capacity development will be delivered through: (a) professional advisory services to build statistical capacity in the above areas; and (b) training/workshops designed to strengthen the implementation of international standards and guidelines for economic statistics, environmental statistics and social and population statistics, and to develop and improve relevant statistical infrastructure, in particular: business registers; data-editing techniques; metadata repositories; quality assessment frameworks; and civil registration systems.

In delivering its capacity-development activities, the subprogramme will collaborate with the Statistics Division in the Department of Economic and Social Affairs, other regional commissions, relevant United Nations funds and programmes (such as UNDP, the United Nations Environment Programme, the United Nations Educational, Scientific and Cultural Organization, the United Nations Children's Fund, the United Nations Population Fund, the United Nations Development Fund for Women) and specialized agencies (the Food and Agriculture Organization of the United Nations, ILO, the International Telecommunication Union, the World Health Organization, WTO, IMF and the World Bank). The key regional partners include the Asian Development Bank, the ASEAN secretariat and the secretariat of the Pacific Community. Collaboration is also pursued with Eurostat and the Organization for Economic Cooperation and Development, which are other leading organizations that are developing global statistical standards and supporting statistical capacity development.

Output summary (participants)	*Actual 2010-2011*	*Estimate 2012-2013*	*Estimate 2014-2015*
Advisory services	20	20	18
Seminars/workshops	6	6	5
Total	**26**	**26**	**23**

Impact summary

In the 2012-2013 biennium, regular programme of technical cooperation activities contributed to enhancing the capacities of statisticians to produce basic statistics in accordance with international standards and good practices and to use and promote new techniques, methodologies and analytical frameworks to generate high-quality statistical data for monitoring the Millennium Development Goals. Those activities responded to the two strategic goals endorsed by the Committee on Statistics at its second session, in 2010: (a) ensuring that by 2020, all countries in the region have the capability to provide an agreed basic range of population, economic, social and environmental statistics; and (b) creating a more adaptive and cost-effective information management environment for national statistical offices through stronger collaboration.

The advisory services implemented through the regular programme of technical cooperation resulted in better understanding of tracking methodologies and the use of indicators to measure development outcomes (such as the Millennium Development Goals), as well as improved knowledge of techniques for measures related to gender and economic statistics. They also contributed to the development of more integrated statistical information systems, statistical databases and data warehouses and documentation, archiving and the safe dissemination of statistical data.

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[a] Indicative; subject to beneficiary requests.

Subprogramme 8. Subregional activities for development

Implementing entities: ESCAP, subregional offices for the Pacific; East and North-East Asia; North and Central Asia; South and South-West Asia and South-East Asia

Relationship to the biennial programme plan for the period 2014-2015: programme 16, subprogramme 8

Objective: To effectively address the priority areas of the Pacific subregion, East and North-East Asian, North and Central Asian, South and South-West Asian and South-East Asian subregions in the formulation and implementation of inclusive and sustainable development policies for the achievement of the internationally agreed development goals, including the Mauritius Strategy for the Further Implementation of the Programme of Action for the Sustainable Development of Small Island Developing States, the Istanbul Programme of Action for the Least Developed Countries for the Decade 2011-2020 and the Millennium Development Goals

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	355.0	617.0	517.4
Consultants	28.4	217.6	200.0
Travel of staff	88.2	148.5	160.2
Fellowships, grants and contributions	144.7	272.8	306.8
Total	**616.3**	**1 255.9**	**1 184.4**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*[a]
(a) Increased capacity of ESCAP member States to formulate and implement development policies and programmes	(a) Increased percentage of participants who indicate that they found ESCAP activities relevant and useful in formulating and implementing policies and programmes, including those with a gender dimension, to address key priority areas in East and North-East Asia; North and Central Asia; South and South-West Asia and South-East Asia 2010-2011: 50 Estimate 2012-2013: 70 Target 2014-2015: 75	Capacity-development activities will focus on social development, the Millennium Development Goals and the environment, green growth, climate change mitigation and adaptation, and urbanization. Capacity-development activities will include: (a) advisory services based upon requests by countries to improve capacity to develop social policies and programmes, including social protection schemes related to gender, youth and disability; and (b) training/workshops to support the implementation of the Pacific Urban Agenda, the Green Growth Action Plan, national development strategies based on the Millennium Development Goals, and climate change mitigation and adaptation through South-South cooperation. In order to enhance the impact of capacity-development activities, the subprogramme will create synergies and utilize existing and new partnerships to leverage resources and bridge capacity-development gaps. The subprogramme will work with the existing and new partners, including relevant United Nations entities and subregional/regional organizations, such as the Economic Cooperation Organization, the Eurasian Development Bank, the Eurasian Economic Commission, the Eurasian Economic Community, the Islamic Development Bank, the Shanghai Cooperation Organization, the Pacific Island Forum secretariat, the Secretariat of the Pacific Community, the South Asian Association for Regional Cooperation, South Asia Subregional Economic Cooperation, the Regional Economic Cooperation Conference on Afghanistan and the South Asia Cooperative Environment Programme, the Association of Southeast Asian Nations, the United Nations International Strategy for Disaster Reduction, the Asia Disaster Preparedness Centre and civil society organizations.
(b) Strengthened knowledge-sharing and partnerships among member States, regional organizations, civil society and other relevant development partners to address key priority areas in the subregions to support the achievement of the internationally agreed development goals, including the Millennium Development Goals	(b) (i) Percentage of member States indicating that collaboration on the achievement of the internationally agreed development goals among member States, civil society or other relevant development partners in the subregion has increased 2010-2011: 15 Estimate 2012-2013: 40 Target 2014-2015: 60	

	(ii) Increased number of partner institutions from the subregion participating in knowledge-sharing activities facilitated by ESCAP (components 2-5) 2010-2011: 2 Estimate 2012-2013: 6 Target 2014-2015: 6	

Output summary (participants)			
	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*
Advisory services	40	22	22
Seminars/workshops	33	49	47
Total	**73**	**71**	**69**

Impact summary

In the biennium 2012-2013, ESCAP advisory services raised awareness of policies and programmes needed to achieve the Millennium Development Goals and strengthened capacities to address subregional development priorities. Member States jointly reviewed national and subregional activities in line with the United Nations Conference on Sustainable Development and formulated inputs to be submitted to regional and global processes. A comprehensive review of the North-East Asian cities' programme for low carbon, green cities was also undertaken. Regular programme of technical cooperation funds were used for: training workshops on policies to achieve inclusive and sustainable development; fostering regional cooperation; developing robust economic, employment and social protection policies; a subregional forum on youth participation; training workshops on developing productivity capacity through accession to the World Trade Organization; a workshop for developing capacity in food security; subregional consultations on development priorities, including gender equality and the empowerment of women, employment and social protection, energy security and disaster risk reduction.

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[a] Indicative; subject to beneficiary requests.

3. Economic development in Europe: $3,820,100

23.42 Activities in this area are carried out by the Economic Commission for Europe (ECE) secretariat in support of programme 17, Economic development in Europe, of the biennial programme plan for the period 2014-2015. Technical cooperation activities will be carried out in countries with economies in transition in Eastern Europe, the Caucasus, Central Asia and South-East Europe with the view to improving their national capacities to formulate and implement ECE and international legal instruments, norms and standards. The activities will also promote regional integration and cooperation, in particular on transboundary issues, and will support national efforts to achieve the internationally agreed development goals, including the Millennium Development Goals.

Table 23.18 **Requirements by object of expenditure**

(Thousands of United States dollars)

Regular budget

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*Resource changes*		*Total before recosting*	*Recosting*	*2014-2015 estimate*
			Amount	*Percentage*			
Other staff costs	2 834.5	3 255.9	(90.8)	(2.8)	3 165.1	45.3	3 210.4
Consultants	66.7	64.7	(25.9)	(40.0)	38.8	0.5	39.3
Travel of staff	334.7	383.2	–	–	383.2	18.2	401.4
General operating expenses	0.1	–	–	–	–	–	–
Grants and contributions	209.7	161.5	5.1	3.2	166.6	2.4	169.0
Total	**3 445**	**3 865.3**	**(111.6)**	**(2.9)**	**3 753.7**	**66.4**	**3 820.1**

Subprogramme 1. Environment

Implementing entity: ECE, Environment Division

Relationship to the biennial programme plan for the period 2014-2015: programme 17, subprogramme 1, expected accomplishments (b) and (d)

Objective: To strengthen the national capacities of countries of the region to accede to and implement the ECE Environmental Conventions

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	500.1	613.0	543.1
Consultants	17.1	17.3	9.8
Travel of staff	45.1	53.2	60.7
Participants in seminars	27.3	17.2	22.7
Total	**589.6**	**700.7**	**636.3**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*[a]
Improved transboundary environmental management by countries of Eastern Europe, the Caucasus and Central Asia and countries of South-East Europe	Number of bilateral or multilateral agreements/joint bodies/actions negotiated to improve transboundary environmental and water management 2010-2011: 6 Estimate 2012-2013: 5 Target 2014-2015: 6	Transboundary cooperation on the environment and shared natural resources is a major challenge to sustainable development in the ECE region. In this regard, the ECE Environmental Conventions provide an important framework for the development of regional cooperation and to address interconnected environmental problems. The ECE strategy in this area of technical assistance will include advisory missions, organization of seminars/workshops and field projects, to be developed in cooperation with member countries and with the involvement of convention secretariats. The following field projects will be developed and implemented in support of the expected accomplishments: (a) Regional dialogue and cooperation on water resources management in Central Asia, phase 2; capacity-building on dam safety in Central Asia, phase 3; (b) Water quality in Central Asia; (c) Broadening the cooperation on the Chu and Talas Rivers, shared by Kyrgyzstan and Kazakhstan; (d) Development of cooperation on hydrology and the environment in the upper AmuDarya River basin between Tajikistan and Afghanistan; (e) Development of transboundary water cooperation in the wider Drin basin. Project activities will be implemented in close cooperation with relevant national authorities and stakeholders, and with international and regional organizations and institutions.

Output summary (participants)				*Impact summary*
	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*	
Advisory services	35	20	20	During the biennium 2012-2013, it is expected that: (a) an agreement will be negotiated on cooperation between the Republic of Moldova and Ukraine on the sustainable management of the Dniester River; (b) an institutional basis for cooperation between the Republic of Moldova and Ukraine on the sustainable management of the Dniester River will be strengthened through the establishment of a joint body; (c) a working group on water quality in Central Asia will be established; (d) a system for sharing of operational water information between Kyrgyzstan and Kazakhstan in the Chu and Talas basins will be established; and (e) joint expert working groups on transboundary water cooperation in the Drin River basin will be established and become operational. It is expected that the following will be achieved in 2014-2015: (a) a working group on cooperation on hydrology and environment between Tajikistan and Afghanistan will be established; (b) expert working groups will be established between Ukraine and the Republic of Moldova to develop cooperation on water management in the Dniester River basin; (c) a joint database on water quality in Central Asia will be established; (d) an expert group on water ecosystems of the Chu and Talas basins will be established by Kazakhstan and Kyrgyzstan; (e) shared information system on water management in the Drin River basin will be established; and (f) short-term measures will be implemented in follow-up to the memorandum of understanding on a strategic shared vision for the sustainable management of the Drin River basin.
Seminars/workshops	23 (891)	14 (300)	14 (300)	
Field projects	7	7	6	
Total	**65**	**41**	**40**	

[a] Indicative; subject to beneficiary requests.

Subprogramme 2. Transport

Implementing entity: ECE, Transport Division

Relationship to the biennial programme plan for the period 2014-2015: programme 17, subprogramme 2, expected accomplishment (c)

Objective: To strengthen the national capacity of countries of Eastern and South-Eastern Europe, the Caucasus and Central Asia to implement effectively ECE legal instruments, norms, standards and recommendations on transport-related issues

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	450.8	450.7	550.8
Consultants	10.0	20.6	9.8
Travel of staff	49.0	43.2	55.2
Participants in seminars	14.2	22.9	27.6
Total	**524.0**	**537.4**	**643.4**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*[a]
(a) Enhanced national capacities to implement ECE legal and regulatory framework for international land transport, infrastructure and services, facilitation of border crossing, road safety, and transport of dangerous goods and perishable foodstuffs	(a) Number of accessions to ECE legal instruments on transport from recipient countries 2010-2011: 1,681 Estimate 2012-2013: 1,690 Target 2014-2015: 1,700	ECE develops conventions, norms and standards regulating inland transport and its infrastructure to promote regional cooperation and integration, facilitate the international movement of persons and goods, and improve competitiveness, safety, energy efficiency and security in the transport sector. Technical cooperation activities in this area are aimed at strengthening the capacity of the countries of Eastern and South-Eastern Europe, the South Caucasus and Central Asia, in particular landlocked countries, to implement relevant ECE legal instruments, norms and standards, and to develop their inland transport infrastructure. The strategy of technical cooperation under this subprogramme will include: (a) Advisory missions, to provide advice on legal instruments relating to the facilitation of transport, border crossings, road safety, vehicle construction and the transport of dangerous goods and other special cargoes, as well as the development of Euro-Asian transport links; (b) Workshops and technical seminars on selected topics under the Trans-European Motorway and Trans-European Railway projects (intelligent transport systems, infrastructure charging, intermodal transport, new technologies in railway transport operations, logistics centres/freight villages, environment friendly modes of transport and equipment, border crossings, safety and security);
(b) Strengthened regional cooperation on transit transport development and facilitation of border crossing in the South Caucasus and Central Asia	(b) Number of States parties to four key agreements leading to enhanced coverage of the ECE region by transport infrastructure agreements 2010-2011: 119 Estimate 2012-2013: 122 Target 2014-2015: 125	

(c) Strengthened national legal and regulatory frameworks on road safety in South-Eastern Europe, the South Caucasus and Central Asia	(c) Number of countries which set up national and/or regional road safety targets 2010-2011: 38 Estimate 2012-2013: 40 Target 2014-2015: 42	(c) Seminars and workshops in selected countries for the implementation of relevant ECE legal instruments, with a particular focus on strengthening national legal and regulatory frameworks on road safety in South-Eastern Europe and Central Asia. Regular programme of technical cooperation resources will be used to leverage the Development Account resources for the above-mentioned activities. All activities will be implemented in cooperation with relevant national stakeholders, as well as other United Nations entities, international and regional organizations and international financial institutions.

Output summary (participants)

	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*
Advisory services	17	20	20
Seminars/workshops	3 (209)	4 (200)	4 (200)
Field projects	–	–	–
Total	**20**	**24**	**24**

Impact summary

In the bienniums 2012-2013 and 2014-2015, particular attention will be given to the implementation of the UN Decade of Action for Road Safety. In particular, the focus will be on assisting the beneficiary countries in setting up national road safety targets and improving their capacity to collect and produce road safety data. Providing assistance to member States in achieving the objectives contained in the Almaty Programme of Action for Landlocked Developing Countries will be also a priority. The subprogramme will focus on strengthening the capacity of member countries to implement infrastructure agreements on transport and facilitating transboundary traffic flows on the Eurasian transport network. As a result of this work, the number of countries effectively implementing the legal instruments on border crossing facilitation (Customs Convention on the International Transport of Goods under Cover of TIR Carnets (TIR Convention), 1975, and International Convention on the Harmonization of Frontier Controls of Goods, 1982) is expected to cover the whole ECE region, except Turkmenistan. Expected results also include improved cooperation and better integration of countries with economies in transition into the world economy.

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[a] Indicative; subject to beneficiary requests.

Subprogramme 3. Statistics

Implementing entity: ECE, Statistical Division

Relationship to the biennial programme plan for the period 2014-2015: programme 17, subprogramme 3, expected accomplishment (c)

Objective: To strengthen the national capacities of countries with economies in transition of the ECE region, with a special focus on countries in Eastern Europe, the Caucasus and Central Asia to implement effectively international standards and good practices in the production of economic, social, demographic and environmental statistics with a special emphasis on indicators for monitoring of sustainable development strategies and other internationally agreed development goals

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	473.9	527.2	529.4
Consultants	0.6	–	–
Travel of staff	74.6	70.9	81.2
Participants in seminars	35.1	15.3	13.3
Total	**584.2**	**613.4**	**623.9**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*[a]
(a) Improved skills of beneficiary countries to disseminate and communicate statistical indicators relevant for monitoring of sustainable development strategies and other internationally agreed development goals using modern web-based dissemination tools and extraction software	(a) Number of countries in Eastern Europe, the Caucasus and Central Asia having uploaded on their website an interactive statistical data base allowing users to extract tailor-made tables, graphs and charts 2010-2011: 1 Estimate 2012-2013: 2 Target 2014-2015: 8	Advisory missions and training workshops will be conducted in response to requests for assistance to improve the statistical capacity of countries in Eastern and South-Eastern Europe, the South Caucasus and Central Asia in various areas, such as economic and business statistics, Millennium Development Goal indicators, demographic and social statistics, gender statistics, migration statistics, environment and sustainable development statistics. The activities will strongly rely on global assessments of national statistical systems conducted jointly by ECE, Eurostat and the European Free Trade Association. The global assessments will provide recommendations for the development of statistical capacities in countries in Eastern Europe, the Caucasus and Central Asia and South-Eastern Europe. One of the major expected accomplishments of the subprogramme is that countries systematically integrate those recommendations into their national strategies for the development of statistics to be developed by the World Bank, jointly with national statistical authorities and ECE. National strategies for the development of statistics will serve as a framework for international and bilateral assistance and to mobilize resources from the World Bank Trust Fund for Statistical Capacity-building. Regular programme of technical cooperation resources will be complemented by Development Account resources, as well as extrabudgetary resources. To ensure the effective delivery of its technical cooperation activities, the subprogramme will continue to forge partnerships with major international and bilateral partners in the subregion, in particular with the World Bank, Eurostat, CIS-STAT, the European Free Trade Association, OECD, UNFPA, UNICEF, UNDP, ILO and IMF.
(b) Increased capacity of beneficiary countries to address their capacity gaps to produce statistical information in compliance with international standards, including the United Nations Fundamental Principles of Official Statistics	(b) (i) Number of Eastern Europe, the Caucasus and Central Asia countries incorporating the recommendations of global assessments in their national strategies for the development of statistics 2010-2011: 1 Estimate 2012-2013: 3 Target 2014-2015: 8 (ii) Number of countries in Eastern Europe, the Caucasus and Central Asia and South-Eastern Europe providing quality reports and documenting the production processes of economic, social and environmental statistics 2010-2011: 9 Estimate 2012-2013: 12 Target 2014-2015: 15	

Output summary (participants)

	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*
Advisory services	13	26	24
Seminars/workshops	8 (154)	10 (250)	12 (300)
Field projects	–	–	–
Total	**21**	**36**	**36**

Impact summary

During the biennium 2010-2011, ECE, jointly with Eurostat and the European Free Trade Association, started to conduct global assessments of national statistical systems in countries of Eastern Europe, the Caucasus and Central Asia. The purpose of a global assessment is to provide a comprehensive picture of the state of development of official statistics in a country and to identify capacity gaps to produce statistical information in compliance with international standards, including the United Nations Fundamental Principles of Official Statistics. By 2011, relevant authorities in four countries in Eastern Europe, the Caucasus and Central Asia had reviewed the institutional and legal framework of their respective national statistical systems based on the outcome of their global assessments.

By 2013, global assessments will be conducted in nine beneficiary countries, upon their request. The main recommendations provided in General Assembly reports will be included in national multi-year and annual statistical programmes of work. Funding gaps at the national level will be identified and communicated to potential international and bilateral donors.

By 2015, most of the countries in Eastern Europe, the Caucasus and Central Asia will align their statistics to ECE standards and methods, their production processes will be optimized, and internationally comparable statistical information will be accessible online through user-friendly web applications.

[a] Indicative; subject to beneficiary requests.

Subprogramme 4. Economic cooperation and integration

Implementing entity: ECE, Economic Cooperation and Integration Division

Relationship to the biennial programme plan for the period 2014-2015: programme 17, subprogramme 4, expected accomplishments (a), (b) and (c)

Objective: To strengthen subregional economic cooperation and integration among countries with economies in transition with special emphasis on those participating in the United Nations Special Programme for the Economies of Central Asia

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	555.1	684.1	603.7
Consultants	27.0	3.6	9.8
Travel of staff	51.9	93.8	61.8
Participants in seminars	67.0	77.2	70.1
Total	**701.0**	**858.7**	**745.4**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*[a]
(a) Enhanced knowledge of best practices and guidelines related to economic cooperation and integration issues, particularly those covered by the United Nations Special Programme for the Economies of Central Asia	(a) Percentage of countries assisted that had used information provided by advisory missions 2010-2011: 6 Estimate 2012-2013: 72 Target 2014-2015: 85	The United Nations Special Programme for the Economies of Central Asia aims to promote subregional cooperation in Central Asia and facilitate its integration into the world economy. The main challenge is to preserve the status of the Programme as a neutral, impartial and professional United Nations umbrella for resolving highly complex and often controversial issues of subregional economic and environmental cooperation in the subregion. Implementation of the Programme requires the systematic involvement of high-level policymakers, who through the governing bodies of the Programme, in particular the Governing Council, to provide regular strategic guidance to the six project working groups in the light of the strategic priorities and needs of member countries. Efforts to strengthen the Programme will be focused on increasing ownership of the Programme by its member States through their active participation in decision-making and the funding of activities by project working groups. A relevant decision on further strengthening the Programme is expected to be taken by the Governing Council in 2013. Technical cooperation activities under this subprogramme will focus on: (a) providing policy advice; (b) organizing capacity-building and policy workshops on issues of regional cooperation covered by the Programme; (c) providing substantive services to the organization of the meetings of the Governing Council and Economic Forum; (d) providing technical assistance and advice on institutional and legal reforms to regional institutions in areas covered by the Programme; and (e) the provision of support to cross-sector activities in areas covered by the subprogramme. To ensure the effective delivery of its programme of work, the subprogramme will strengthen cooperation with key partner organizations and bilateral and multilateral donors in the subregion. It will develop longer-term partnerships in strategic areas of regional cooperation, primarily the management of water and energy resources.
(b) Strengthened regional institutions and regional legal frameworks in areas covered by the Special Programme for the Economies of Central Asia	(b) (i) Percentage of countries affirming that capacity-building activities provided by ECE within the United Nations Special Programme for the Economies of Central Asia framework contributed to strengthened regional economic cooperation 2010-2011: 6 Estimate 2012-2013: 57 Target 2014-2015: 72 (ii) Number of regional institutions acknowledging that technical assistance provided under the Programme has increased their effectiveness 2010-2011: 3 Estimate 2012-2013: 5 Target 2014-2015: 5	

Output summary (participants)				*Impact summary*
	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*	
Advisory services	13	16	16	During the biennium 2012-2013, the meetings of the Special Programme for the Economies of Central Asia governing bodies and project working groups and regular coordination with partner organizations will enable ECE to: (a) accurately define the needs of countries participating in the Programme; (b) improve coordination of activities with relevant partner organizations; (c) design and implement projects introducing best practices and policy recommendations and building the capacity of participating countries to implement those practices and recommendations; and (d) regularly assess the impact of the implementation of the Programme. Anticipated changes in 2012-2013 and 2014-2015 are that relevant government ministries and agencies, regional organizations and institutions will have adopted and implemented best practices and recommendations on the strengthening of regional cooperation and integration promoted through the meetings of governing bodies, economic forums and project working groups of the Programme; that States participating in the Programme will have adopted a decision on the comprehensive strengthening of the Programme, focused on better governance and more effective project implementation; that the International Fund for Saving the Aral Sea will have agreed on further steps to strengthen its legal basis and improve its functioning; that the process of institutional and legal strengthening of the International Fund for Saving the Aral Sea will have been extended to the management of water and hydro-meteorological information at the regional level; and that the capacity of Afghanistan to participate in the implementation of best practices and policy recommendations on regional economic cooperation and integration will have been strengthened and that the government will have started actively participating in the work of relevant regional organizations and institutions.
Seminars/workshops	9 (537)	10 (350)	10 (350)	
Field projects	1	2	2	
Total	**23**	**28**	**28**	

[a] Indicative; subject to beneficiary requests.

Subprogramme 5. Sustainable energy

Implementing entity: ECE, Sustainable Energy Division

Relationship to the biennial programme plan for the period 2014-2015: programme 17, subprogramme 5, expected accomplishment (b)

Objective: To enhance the capacity of experts in countries with economies in transition to implement international and ECE recommendations on sustainable energy development

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	462.7	553.3	556.9
Consultants	–	11.5	–
Travel of staff	57.1	53.1	67.1
Participants in seminars	10.4	23.1	26.2
Total	**530.2**	**641.0**	**650.2**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*[a]
(a) Strengthened institutional and human capacity to develop energy efficiency strategies to meet international treaty obligations	(a) (i) Number of countries that effectively implemented ECE recommendations on energy efficiency 2010-2011: 10 Estimate 2012-2013: 11 Target 2014-2015: 12 (ii) Number of projects on energy efficiency developed with assistance of the subprogramme 2010-2011: 5 Estimate 2012-2013: 6 Target 2014-2015: 7	Countries with economies in transition face energy deficiency and fuel poverty arising from economic transition. They also need to meet international treaty obligations under the United Nations Framework Convention on Climate Change and ECE conventions. In order to assist them in achieving these objectives, the subprogramme will implement the following activities: (a) Providing advice to countries with economies in transition on the elaboration of sustainable energy policies and programmes; (b) Organizing capacity-building workshops aimed at strengthening the sustainability of energy production and use, with special focus on the restructuring of energy systems, energy efficiency and renewable energies; (c) Providing assistance in preparing and implementing projects in order to meet their obligations under the United Nations Framework Convention on Climate Change and relevant ECE conventions; (d) Organizing training courses and seminars to assist countries with economies in transition in the implementation of energy reforms and the formation of energy efficiency markets; (e) Establishing/strengthening networks of experts and policymakers on energy efficiency (at the subregional and regional levels). The subprogramme will further strengthen partnerships and networks of experts and policymakers in transition economies, as well as with United Nations agencies and international organizations, in particular with UNDP, UNEP, the Global Environment Facility, ESCAP, the World Bank, the European Bank for Reconstruction and Development, the Black Sea Trade and Development Bank, the Eurasian Economic Commission, the CIS Executive Committee, the Asian Development Bank, the Energy Charter Secretariat, IEA, the International Renewable Agency and other regional and subregional organizations, as well as the European Commission.
(b) Strengthened institutional and human capacity to develop renewable energy development strategies to meet international treaty obligations	(b) Number of countries that effectively implemented ECE recommendations on renewable energy 2010-2011: 10 Estimate: 2012-2013: 11 Target 2014-2015: 12	

Output summary (participants)				*Impact summary*
	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*	
Advisory services	13	20	24	During the biennium 2012-2013, the subprogramme will organize seven capacity-building workshops to strengthen the institutional and human capacity to develop energy efficiency and renewable energy development strategies to meet international treaty obligations. It is envisaged that those workshops will strengthen the capacities of some 190 national experts. It is also expected that eight relevant institutions/authorities will have adopted and implemented best practices/recommendations on energy efficiency improvements and pro-poor public-private partnership in renewable energy as a result of the subprogramme's intervention. In addition, 20 advisory missions will be conducted in the biennium 2012-2013. It is anticipated that as a result of those activities, the number of countries that have effectively implemented ECE recommendations on energy efficiency and renewable energy will increase from 10 to 11 in the biennium. The subprogramme anticipates that the number of countries that will finalize the energy efficiency plans, sustainable and cleaner energy technology development plans and plans that mainstream climate change will increase from 10 to 11 in 2012-2013. During the biennium 2014-2015, the subprogramme will organize six capacity-building workshops to strengthen the institutional and human capacity to develop energy efficiency and renewable energy development strategies to meet international treaty obligations. It is envisaged that those workshops will strengthen the capacities of some 200 national experts and promote the implementation of best practices/recommendations on energy efficiency improvements and pro-poor public-private partnerships in renewable energy by 10 relevant national institutions/authorities. In addition, 24 advisory missions will be conducted in the biennium 2014-2015. It is expected that as a result of those activities, the number of countries that have effectively implemented ECE recommendations on energy efficiency and renewable energy will increase from 11 to 12 in the biennium. The subprogramme anticipates that the number of countries that will finalize energy efficiency plans, sustainable and cleaner energy technology development plans and plans that mainstream climate change will increase from 11 to 12 in 2014-2015.
Seminars/workshops	5 (345)	7 (190)	6 (200)	
Total	**18**	**27**	**30**	

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[a] Indicative; subject to beneficiary requests.

Subprogramme 6. Trade

Implementing entity: ECE, Trade and Sustainable Land Management Division

Relationship to the biennial programme plan for the period 2014-2015: programme 17, subprogramme 6, expected accomplishment (b)

Objective: To assist the less-advantaged countries in the ECE region in the implementation of measures to facilitate their trade and trade-related economic cooperation and integration in the regional and global economy

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	391.9	427.6	426.5
Consultants	11.9	11.7	9.9
Travel of staff	57.0	69.0	75.4
Participants in seminars	55.9	5.8	9.1
Total	**516.7**	**514.1**	**520.9**

Expected accomplishments	*Indicators of achievement*	*Components' activities/outputs/projects*
(a) Enhanced capacities of countries with economies in transition to implement trade facilitation, electronic business and other ECE recommendations, norms, standards, guidelines and tools	(a) Number of countries establishing sustained cooperation among trade control agencies and the business community in support of specific trade development and facilitation instruments (such as the Single Window, public-private cooperation for trade development and facilitation, among others) 2010-2011: 5 Estimate 2012-2013: 5 Target 2014-2015: 6	Technical cooperation in the area of trade facilitation will be focused on strengthening the capacity of member States with economies in transition to apply international best practices and standards and use trade as an engine for economic growth and sustainable development. The implementation of the technical cooperation programme will draw upon the standards, recommendations and tools developed by the ECE Trade and Sustainable Land Management Division, the United Nations Centre for Trade Facilitation and Electronic Business, the Working Party on Regulatory Cooperation and Standardization Policies, and the other bodies serviced by the Division. The strategy for the subprogramme includes the following: (a) Advisory services that take into account the specific needs and demands of ECE member States; (b) At least two technical assistance projects; (c) Subregional, regional and interregional training workshops to promote the efficient use of international norms, standards, recommendations and tools for trade facilitation and trade policy development; (d) Production of studies, policy papers and training materials on specific problems, and methodologies to allow for the transfer of best practices and experience; (e) Establishing/strengthening networks of experts and policymakers (at the national, subregional, regional and global levels) to facilitate knowledge- and information-sharing, exchange of best practices and lessons learned. The subprogramme will contribute to better implementation of ECE tools in such areas as: streamlining trade information exchange (notably by advancing the concept of the Single Window for export and import clearance, data harmonization and document standardization); best regulatory practices; national public-private mechanisms for trade facilitation; and trade-, transit- and border-crossing facilitation. It will also strengthen the capacity of member States with economies in transition to formulate trade policies and strategies. The subprogramme will further strengthen partnerships and networks of experts and policymakers in the transition economies, as well as with experts in the World Customs Organization, the European Commission, national agencies in the industrialized countries, subregional and regional organizations (such as the Regional Cooperation Council in South-Eastern Europe, the Eurasian Economic Commission and the Eurasian Economic Community), as well as promote public-private cooperation for trade development and facilitation.
(b) Enhanced capacities of countries with economies in transition to promote and implement policies, strategies and mechanisms supporting trade facilitation and regional economic integration	(b) (i) Number of national or regional trade facilitation strategies, policies and mechanisms supporting trade development and facilitation 2010-2011: 5 Estimate 2012-2013: 6 Target 2014-2015: 6 (ii) Number of networks of experts and policymakers on trade facilitation supported by the programme 2010-2011: 2 Estimate 2012-2013: 3 Target 2014-2015: 3	

Output summary (participants)				*Impact summary*
	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*	In the biennium 2012-2013, the subprogramme will organize nine capacity-building workshops and provide 20 advisory services focused on strengthening national capacity for trade policy implementation and trade facilitation. It is expected that the number of countries implementing single window solutions will increase from 10 to 11 by the end of the biennium. This will further contribute to raising the efficiency of trade procedures and ensuring good governance in foreign trade in the economies in transition. It is expected that in the biennium 2014-2015, the programme will broaden the implementation of innovative tools for trade development and facilitation through advisory services, capacity-building workshops, studies and field projects, in order to foster economic growth and regional integration in the less advantaged countries in the ECE region.
Advisory services	21	20	20	
Seminars/workshops	11 (776)	9 (400)	9 (400)	
Fellowships	–	–	–	
Field projects	2	2	2	
Total	**34**	**31**	**31**	

4. Economic and social development in Latin America and the Caribbean: $6,196,400

23.43 The activities in this area are implemented by the Economic Commission for Latin America and the Caribbean (ECLAC) in support of programme 18, Economic and social development in Latin America and the Caribbean, of the biennial programme plan for the biennium 2014-2015. The objectives of the programme will be to enhance the technical capacity of policymakers to design, formulate, implement and evaluate new policy alternatives, to strengthen their knowledge and understanding of issues affecting economic and social development, and to support the incorporation of new tools and methodologies in the monitoring of economic, social and environmental trends in the framework of the internationally agreed development goals. Particular emphasis will be placed on supporting countries in consolidating measures and policies to achieve progress towards meeting the internationally agreed development goals towards 2015, in particular those derived from the Millennium Declaration and the 2005 World Summit and Outcome Document and those emanating from the negotiations on the development agenda beyond 2015 and the sustainable development goals.

Table 23.19 **Requirements by object of expenditure**

(Thousands of United States dollars)

Regular budget

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*Resource changes*		*Total before recosting*	*Recosting*	*2014-2015 estimate*
			Amount	*Percentage*			
Other staff costs	4 200.7	4 045.8	(173.9)	(4.3)	3 871.9	254.8	4 126.7
Consultants	671.8	731.0	–	–	731.0	48.2	779.2
Experts	1.2	–	–	–	–	–	–
Travel of staff	685.0	932.4	–	–	932.4	44.2	976.6
Grants and contributions	68.4	313.9	–	–	313.9	–	313.9
Total	**5 627.1**	**6 023.1**	**(173.9)**	**(2.9)**	**5 849.2**	**347.2**	**6 196.4**

Subprogramme 1. Linkages with the global economy, regional integration and cooperation

<table>
<tr><td colspan="2">Implementing entity: ECLAC, International Trade and Integration Division</td><td colspan="4">Budget summary (thousands of United States dollars)</td></tr>
<tr><td colspan="2">Relationship to the biennial programme plan for the period 2014-2015:
programme 18, subprogramme 1, expected accomplishments (a) and (b)</td><td></td><td>2010-2011 expenditure</td><td>2012-2013 resources at revised rates</td><td>2014-2015 estimate</td></tr>
<tr><td colspan="2" rowspan="5">Objective: To strengthen the technical capacity of Latin American and Caribbean countries to improve their linkages with the global economy and enhance regional cooperation and integration schemes at the subregional, regional and hemispheric levels</td><td>General temporary assistance</td><td>319.8</td><td>285.8</td><td>158.8</td></tr>
<tr><td>Consultants</td><td>38.8</td><td>26.2</td><td>27.8</td></tr>
<tr><td>Travel of staff</td><td>37.9</td><td>53.0</td><td>55.5</td></tr>
<tr><td>Fellowships, grants and contributions</td><td>–</td><td>29.0</td><td>29.0</td></tr>
<tr><td>Total</td><td>396.5</td><td>394.0</td><td>271.1</td></tr>
<tr><td>Expected accomplishments</td><td>Indicators of achievement</td><td colspan="4">Activities/outputs/projects[a]</td></tr>
<tr><td>(a) Improved capacity of policymakers in ECLAC member countries to formulate, implement and evaluate trade policies and export development strategies with a view to achieving a more effective participation in global and regional trade flows and value-chains</td><td>(a) Increased number of countries that have used information and inputs provided through ECLAC technical cooperation services in the design or implementation of their trade and export development policies
2010-2011: 3
Estimate 2012-2013: 4
Target 2014-2015: 6</td><td colspan="4" rowspan="3">The delivery of the capacity-building activities will draw upon the normative and analytical strengths of the subprogramme, taking full advantage of the Division's expertise. Capacity-building will be delivered through: (a) advisory services by both in-house and external technical experts to address specific needs of a more technical nature; (b) national, subregional, regional and interregional training workshops to promote an effective transfer of knowledge; (c) production of training materials on specific issues to transfer specific knowledge and experiences of pilot projects; and (d) establishing/strengthening networks of local experts to strengthen public-private partnerships and exchange of best practices.
The subprogramme will implement two existing donor-funded projects and two Development Account projects. Moreover, the Division aims to develop new projects in the areas of climate change-related adjustments in the food export sector; best practices in the public and private sectors to address climate change-related challenges and opportunities for exports; case studies to calculate the carbon footprint of specific export products, analytical tools (methodologies, databases, etc.) to assess internationalization of small- and medium-sized enterprises; access to credit or other financial services, as well as innovation policies to promote internationalization of small- and medium-sized enterprises.
To ensure the effective delivery of its work programme, the subprogramme will continue to build partnerships at different levels and draw upon the strengths, capacities and synergies of other United Nations agencies, such as ESCAP, ITC, FAO and UNEP. The subprogramme will benefit from feedback from member countries on the effectiveness of its capacity-development activities and future challenges. Also, the subprogramme will continue to strengthen its internal capacities by bringing in external experts/consultants.</td></tr>
<tr><td>(b) Strengthened capacity of national export sectors in ECLAC member countries to meet the challenges and exploit the new opportunities arising from the growing influence of climate change regulations on international trade</td><td>(b) Increased number of business and export associations from member countries who take actions in line with ECLAC recommendations to adequately meet climate change-related requirements in their main export markets
Baseline 2010-2011: not applicable
Estimate 2012-2013: 10
Target 2014-2015: 15</td></tr>
<tr><td>(c) Strengthened government capacities in ECLAC member countries to design and implement effective policies to promote the direct and indirect internationalization of small- and medium-sized enterprises</td><td>(c) Number of public institutions of ECLAC member countries that develop an action plan to incorporate project recommendations on internationalization of small- and medium-sized enterprises in their policies and programmes
Baseline 2010-2011: not applicable
Estimate 2012-2013: 2
Target 2014-2015: 6</td></tr>
</table>

Output summary (participants)				*Impact summary*
	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*	During 2012-2013 the subprogramme has been working on providing technical assistance to the Union of South American Nations providing several recommendations to increase intraregional trade among UNASUR members. Technical capacity has also been provided to several Latin American and Caribbean countries to improve their linkages with the global economy, and in particular with the dynamic region of Asia-Pacific. Assistance is also being provided to Colombia, the Dominican Republic, Ecuador and Nicaragua to enhance their understanding of the main implications of carbon accounting and labelling initiatives for Latin America's export performance in the agricultural/food sectors. Technical assistance in this area will continue in 2013 and into the next biennium. Technical assistance has also been provided to Colombia and Mexico on the implementation of indicators for corporate governance. This technical assistance will be extended to Argentina, Chile and Peru in 2013. As of 2013, the subprogramme will select six ECLAC member countries to provide technical assistance relating to the internationalization of small- and medium-sized enterprises. For the biennium 2014-2015, the subprogramme anticipates an increase to 10 countries that implement ECLAC recommendations as a result of capacity development in the areas of trade policy, climate change-related aspects of international trade and internationalization of small- and medium-sized enterprises. This will in turn increase the demand for: adequate technical assistance to develop instruments in the areas of trade policy; adjustments to carbon emission standards for export products; and data collection, innovation and trade finance instruments to enhance the internationalization of small- and medium-sized enterprises. There will also be an increase of the technical capacity-building programmes provided to Latin American and Caribbean countries to improve their linkages with the global economy, and in particular with the dynamic Asia-Pacific region.
Advisory services	15	18	18	
Regional courses/ workshops	4 (140)	10 (550)	12 (650)	
Field projects	1	2	4	
Total	**20**	**30**	**34**	

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[a] Indicative; subject to beneficiary requests.

Subprogramme 2. Production and innovation

Implementing entity: ECLAC, Division of Production, Productivity and Management

Relationship to the biennial programme plan for the period 2014-2015: programme 18, subprogramme 2, expected accomplishments (a) and (b)

Objective: To strengthen the technical capacity of Latin American and Caribbean countries to foster productivity convergence and innovation

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	98.0	–	294.8
Consultants	9.7	62.4	66.3
Travel of staff	21.1	58.3	61.1
Fellowships, grants and contributions	7.4	24.8	24.8
Total	**136.2**	**145.5**	**447.0**

Expected accomplishments	*Indicators of achievement*
(a) Strengthened capacity of countries of the region to design, implement and evaluate strategies and policies to increase productivity and innovation in their economies	(a) Increased number of countries having used information and recommendations obtained from ECLAC technical cooperation services in the design and implementation of policies and measures to foster productivity and innovation Baseline 2010-2011: 4 Estimate 2012-2013: 5 Target 2014-2015: 6
(b) Improved capacity of regulators in ECLAC member countries to enforce the regulatory and supervisory system of corporate governance	(b) Increased number of regulatory agencies adopting corporate governance guidelines partially or totally based on the standards (benchmark) disseminated through ECLAC technical cooperation, particularly to reduce asymmetries in information between regulators and different agents of capital market Baseline 2010-2011: not applicable Estimate 2012-2013: 2 Target 2014-2015: 3

Activities/outputs/projects[a]

The delivery of the programme of work will draw upon the normative and analytical strengths of the subprogramme taking full advantage of the subregional headquarters cross-sectoral expertise. Capacity development will be delivered through: (a) the provision of advisory services to ECLAC member States in the design, implementation and evaluation of strategies and sectoral policies to foster investment and enterprise development, productivity convergence, innovation and corporate governance; (b) technical workshops for policymakers and stakeholders from the public and private sectors and civil society organizations to discuss and present policy recommendations and tools for the design of productivity and innovation policies and corporate governance; and (c) technical studies oriented towards producing training materials to improve the understanding and design of productivity convergence, science and technology, innovation and foreign direct investment.

To ensure the effective delivery of its programme of work, the subprogramme will continue to forge partnerships at different levels and draw on the strengths, capacities and synergies with national governments, universities and research centres as well as other international organizations (FAO, OECD, UNIDO and Organization of American States (OAS)).

Output summary (participants)

	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*
Advisory services	9	10	11
Seminars/workshops	3 (45)	4 (60)	4 (60)
Fellowships	1	1	1
Field projects	1	–	–
Total	**14**	**15**	**16**

Impact summary

During the biennium 2012-2013, ECLAC is expected to build the capacity of four institutions in the region in the design and implementation of policies for enhancing productivity and fostering innovation. In particular, capacities will be reinforced with respect to the incorporation of information and communications technologies into enterprises, the definition of broadband standards and the formulation of e-government strategies. Furthermore, national strategies on science, technology and innovation will be developed with the assistance of ECLAC, and the formulation of digital agendas and action plans on the information society will continue to be supported. Publication of targeted studies and reports and the organization of expert group meetings and round tables will support those efforts.

In 2014-2015, the subprogramme is expected to continue building the capacities of national institutions in the areas of science, technology and innovation, agricultural development and small- and medium-sized enterprises, increasing the number of countries taking measures to foster productivity and innovation form four to five, and increasing from two to three the number of market agents that can benefit from best corporate governance guidelines through the dissemination of standards (benchmarks) provided through ECLAC technical cooperation, in particular to reduce asymmetries in information between regulators and different agents of capital markets.

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[a] Indicative; subject to beneficiary requests.

Subprogramme 3. Macroeconomic policies and growth

Implementing entity: ECLAC, Economic Development Division

Relationship to the biennial programme plan for the period 2014-2015: programme 18, subprogramme 3, expected accomplishments (a) and (b)

Objective: To increase the capacity of Latin American and Caribbean countries to assess emerging macroeconomic issues and to design and implement macroeconomic policies that promote sustainable growth

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	2 012.9	1 705.5	1 811.9
Consultants	457.0	365.2	388.1
Travel of staff	181.7	349.9	366.5
Fellowships, grants and contributions	10.8	41.9	41.9
Total	**2 662.4**	**2 462.5**	**2 608.4**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*[a]
(a) Strengthened capacities of national policymakers in member countries to design and implement macroeconomic policies and measures aimed at achieving stable growth in light of emerging macroeconomic issues in a highly volatile environment	(a) Increased number of official statements expressing usefulness of ECLAC advisory services in the design of sustainable growth-enhancing policies Baseline 2010-2011: 3 Estimate 2012-2013: 4 Target 2014-2015: 5	The delivery of the programme of work will draw upon the normative and analytical strengths of the subprogramme taking full advantage of the subregional headquarters' cross-sectoral expertise. Capacity development will be delivered through: (a) the provision of technical cooperation services to ECLAC member States in the evaluation and design of national macroeconomic policies and programmes and of national policies and measures for the generation and allocation of financial resources for productive, social and environmental development; financial architecture; and development of financial instruments to prevent and mitigate effects of financial crises; (b) seminars, workshops and round tables that gather policymakers of the region to present new theoretical frameworks or models, discuss emerging issues and exchange best practices; (c) analytical studies in the formulation of macroeconomic policies in selected areas of interest and emerging issues; and (d) coordination of policymaker networks as forums for the exchange of experience and good practices. The subprogramme will implement one donor-funded project on issues related to countercyclical fiscal policies and one project on issues related to labour-market policies (Development Account). To ensure the effective delivery of its programme of work, the subprogramme will continue to forge partnerships at different levels and draw on strengths, capacities and synergies with government authorities, regional bodies and academic institutions. The subprogramme will continue to strengthen its own internal capacities through training programmes, short-term advisory services and external experts/consultants on emerging issues.
(b) Enhanced capacities of countries of the region to formulate, implement and assess policies, regulations and measures that promote long-term growth and achieve progress on key social variables	(b) (i) Increased percentage of beneficiaries acknowledging having benefited from ECLAC technical cooperation services to improve their work in the field of macroeconomic policies Baseline 2010-2011: 70 Estimate 2012-2013: 75 Target 2014-2015: 80 (ii) Increased number of countries that incorporate theoretical frameworks and methodologies in the analysis of emerging macroeconomic issues in line with ECLAC recommendations Baseline 2010-2011: 4 Estimate 2012-2013: 5 Target 2014-2015: 6	

Output summary (participants)				*Impact summary*
	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*	
Advisory services	45	45	45	During the biennium 2012-2013, it is expected that the capacity of selected countries to analyse, design and implement macroeconomic policies that promote long-term economic growth will be strengthened through specific advisory missions, seminars, workshops and international courses in the areas of employment and the labour market, inflation and fiscal and monetary policy tools. In 2012, technical assistance was provided to El Salvador (Central Bank), Paraguay (Finance Ministry), and Peru (National Statistics Office) in the area of statistical methods and analysis, thereby increasing the capacity of those institutions to carry out analysis and research on key themes related to economic activity, international trade and productivity measures. During the biennium 2014-2015, it is expected that the capacity of selected countries to assess emerging macroeconomic issues and to formulate and implement policies that encourage economically sustainable growth and promote progress on key social variables will be enhanced through technical cooperation missions, advisory services, seminars, workshops and courses in the areas of fiscal, monetary and labour market policies. It is expected that the successful delivery of capacity development will be reflected in: an increase in the number of official statements on behalf of recipient countries that highlight the benefits and usefulness of the advisory services provided by ECLAC to five countries; an increase to 80 per cent of countries that receive technical assistance acknowledging the benefits of the assistance provided, and an increase to six in the number of countries adopting theoretical and methodological frameworks that have been imparted through ECLAC advisory services and technical cooperation missions.
Seminars/workshops	3 (45)	5 (75)	5 (75)	
Fellowships	1	1	1	
Field projects	2	2	2	
Total	**51**	**53**	**53**	

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[a] Indicative; subject to beneficiary requests.

Subprogramme 4. Social development and equality

Implementing entity: ECLAC, Social Development Division

Relationship to the biennial programme plan for the period 2014-2015: programme 18, subprogramme 5, expected accomplishments (a) and (b)

Objective: To strengthen the capacity of Latin American and Caribbean countries to design and implement policies aimed at accelerating poverty reduction, reduce social vulnerability and promote social equality in the region

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	160.0	335.4	356.5
Consultants	90.2	67.1	71.4
Travel of staff	37.5	43.0	45.0
Fellowships, grants and contributions	–	33.4	33.4
Total	**287.7**	**478.9**	**506.3**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*[a]
(a) Strengthened capacity of national policymakers in member countries to manage and classify social expenditure and to improve the design, monitoring and evaluation of sectoral social policies, with emphasis on social protection, food and nutrition security and poverty reduction	(a) (i) Number of countries that have used recommendations obtained from ECLAC advisory services in their social planning and evaluation of sectoral social policies Baseline 2010-2011: 5 Estimate 2012-2013: 6 Target 2014-2015: 6 (ii) Percentage of participants in workshops that consider the knowledge acquired useful for the design and evaluation of social programming in the field of social protection, food and nutrition security, and/or poverty reduction Baseline 2010-2011: 70 Estimate 2012-2013: 75 Target 2014-2015: 77	The delivery of the programme of work will draw upon the normative and analytical strengths of the subprogramme taking full advantage of the subregional headquarters' cross-sectoral expertise with a view to achieving the Millennium Development Goals and the new challenges raised from the post-2015 commitments of the United Nations in the social field. Capacity development will be delivered through: (a) the provision of technical cooperation services to ECLAC member States on the management and analysis of social programmes to improve the effectiveness of social policies and the efficiency of the public expenditure involved, specifically those related to social protection, food and nutrition security and poverty reduction policies; (b) technical workshops for policymakers and stakeholders from civil society to discuss and present policy recommendations and tools for the management and analysis of social policies; the workshops will seek to improve the evaluation and design of social programmes and the implementation and monitoring of policies and measures; and (c) technical studies oriented towards the production of training materials to improve the analysis of social policies, the evaluation and design of social programmes and the implementation and monitoring of policies. The subprogramme will be implemented by promoting synergies with donor-funded projects and will carry out one Development Account project to improve the design and management of social policies. Two projects now in progress are considered: (a) ECLAC-German Agency for International Cooperation 2012-2014 programme on "Promoting social covenant for more inclusive social protection"; and (b) Development Account 8th Tranche project on "Time for equality: strengthening the institutional framework of social policies". To ensure the effective delivery of its programme of work, the subprogramme will continue to forge partnerships at different levels and draw on the strengths, capacities and synergies with United Nations commissions and agencies (ECA, ESCAP, FAO, UNDP, UNICEF and WFP, among others), regional and subregional organizations (Andean Community of Nations, Community of Latin American and Caribbean States, Common Market of the South, Central American Integration System, Organization of American States, Pan American Health Organization and Union of South American Nations, among others), international funding organizations (CorpBanca SA, Andean Development Corporation, Inter-American Development Bank and World Bank) and international cooperation entities from developed countries (Agencia Española de Cooperación Internacional para el Desarrollo, European Union and German Agency for International Cooperation, among others).
(b) Enhanced technical capacity of ECLAC member countries to evaluate and analyse results of social programmes aimed at achieving the Millennium Development Goals in the social fields and the post-2015 Sustainable Development Goals	(b) Number of countries that have used recommendations obtained from ECLAC advisory services in analysing the progress made towards attaining the Millennium Development Goals and related social policies Baseline 2010-2011: 5 Estimate 2012-2013: 6 Target 2014-2015: 6	

Output summary (participants)				*Impact summary*
	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*	
Advisory services	15	16	18	In the biennium 2012-2013, the results achieved during 2012 include the provision of technical cooperation to five Latin American and four African countries in the field of food and nutrition security, two in social expenditure related to Millennium Development Goal 1 policies, and three in social protection. As a result of this technical assistance, four member countries of the Andean Community of Nations (Bolivia, Colombia, Ecuador and Peru) are currently in advanced stages to use methodology and databases developed by ECLAC for follow-up purposes of food and nutrition security, while 12 African countries are participating in the Cost of Hunger Study in Africa, with the permanent technical assistance of ECLAC, through the regional team coordinated by ECA. The results of the four pilot countries of the cost of hunger in Africa study will be launched in the first quarter of 2013 with a specific methodology for Africa, and that the adapted methodology will be implemented in eight additional countries. The experience of the study was highlighted among the resolutions and decisions adopted by the Conference of African ministers of Finance, Planning and Economic Development, which was held in March 2012. In terms of progress made towards achieving the Millennium Development Goals, it is important to mention the agreement to cooperate in the advancement of studies to analyse the costs of obesity was achieved among government representatives from Argentina, Aruba, the Dominican Republic, Ecuador and Uruguay. During the biennium 2014-2015, it is expected that at least six countries will have strengthened their technical capacities by using ECLAC proposals and models to manage and classify social expenditure and to improve the design of and monitor and evaluate current social policy issues and new challenges. It is also expected that six other countries will have enhanced their capacities to evaluate and analyse the results of social programmes in relation to the achievement of Millennium Development Goal 1 and post-2015 commitments of the United Nations.
Regional courses/ workshops	4 (55)	5 (75)	5 (75)	
Fellowships	1	1	1	
Field projects	2	2	2	
Total	**22**	**24**	**26**	

[a] Indicative; subject to beneficiary requests.

Subprogramme 5. Population and development

Implementing entity: ECLAC, Population Division

Relationship to the biennial programme plan for the period 2014-2015: programme 18, subprogramme 7, expected accomplishments (a) and (b)

Objective: To improve the capacity of Latin American and Caribbean countries to integrate population issues into development policies and programmes

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	162.1	318.1	338.1
Consultants	17.3	12.9	13.7
Travel of staff	64.2	47.8	50.0
Fellowships, grants and contributions	11.4	36.5	36.5
Total	**255.0**	**415.3**	**438.3**

Expected accomplishments	*Indicators of achievement*
(a) Enhanced technical capacity of Latin American and Caribbean stakeholders concerned with population and development issues to monitor population trends and address population and development issues for use in sociodemographic policies and programmes	(a) Number of national statistical offices having received technical cooperation services that have taken action to incorporate ECLAC recommendations into the preparation, conduct and evaluation of population and housing censuses Baseline 2010-2011: 4 Estimate 2012-2013: 5 Target 2014-2015: 6
(b) Increased technical capacity of Latin American and Caribbean countries to monitor and implement the recommendations and goals of the Programme of Action of the International Conference on Population and Development beyond 2014, the Madrid International Plan of Action on Ageing, the Brasilia Declaration, and the San Jose Charter on the Rights of Older Persons	(b) Number of institutions having received technical cooperation from ECLAC that have taken action to incorporate ECLAC recommendations on the inclusion of the ethnic approach and the rights-based approach for monitoring progress and implementing recommendations to achieve the goals of relevant international agreements Baseline 2010-2011: 5 Estimate 2012-2013: 7 Target 2014-2015: 9

Activities/outputs/projects[a]

To meet the stated objective, capacity development will be delivered through a three-pronged strategy, including self-sustainability, the coordination of extrabudgetary and regular budget resources, the scaling up of successful experiences, South-South cooperation and the realization of maximum impact with minimum cost. Capacity development will be delivered through: (a) the provision of advisory services to member States, upon their request, to strengthen their capacity to assess demographic trends and their determinants and impacts on social sector demands as an input for social and economic policies; (b) the provision of training, workshops and seminars to enhance knowledge and technical capacity in the areas of monitoring population trends, tackling population and development issues, and monitoring progress in the implementation of the recommendations to achieve the goals of relevant international agreements, with a special focus on issues related to indigenous peoples, demographic analysis and census data; and (c) the development of teaching materials and research studies in support of training and workshops.

To ensure the effective delivery of its programme of work, the subprogramme will continue to forge partnerships at different levels and draw on the strengths, capacities and synergies with strategic actors, such as the national offices of statistics of the region and other governmental institutions at the national and subnational levels, as well as non-governmental regional and global organizations, including academic networks and research centres, donor countries, UNFPA and other relevant United Nations entities.

Output summary (participants)

	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*
Advisory services	15	17	30
Regional courses/ workshops	4 (70)	5 (80)	5 (80)
Fellowships	2	2	2
Field projects	1	1	–
Total	**22**	**25**	**37**

Impact summary

During the biennium 2012-2013, it is expected that technical capacities will be strengthened, in particular, in the areas of demographic analysis, census data, census activities and indigenous peoples. It is intended that the technical capacities would reach the countries in the region through: (a) advisory services on the conduct of censuses, workshops on the analysis of census data aimed at those countries that are planning to undertake population and/or housing censuses or have recently done so (more than half the countries in the region); (b) two intensive training courses with a duration of 3.5 months on demographic analysis with an estimated attendance of 30 participants from approximately 15 countries; (c) workshops on the retrieval of census data for small areas, tabulations and thematic analyses, with an estimate of 120 participants from Latin American and Caribbean countries; and (d) advisory services and workshops on the sociodemographic trends of indigenous peoples and their link to development from a rights-based approach, which will benefit an estimated 50 participants from at least five countries.

	It is anticipated that the number of countries monitoring progress and implementing recommendations to achieve the goals of relevant international agreements will increase to cover almost the entire region owing to the imminent evaluation of the International Conference on Population and Development Programme of Action as it reaches its 20-year mark (at least 30 countries). This will in turn increase the demand of adequate technical assistance in the areas of census taking, processing and analysing sociodemographic data, and incorporating population issues in development policies.

[a] Indicative; subject to beneficiary requests.

Subprogramme 6. Sustainable development and human settlements

Implementing entity: ECLAC, Sustainable Development and Human Settlements Division

Relationship to the biennial programme plan for the period 2014-2015: programme 18, subprogramme 8, expected accomplishments (a) and (b)

Objective: To strengthen the capacity of Latin American and Caribbean countries to improve the integration of environmental management considerations into economic, social and land-use policies within the context of sustainable development and climate change

Budget summary (*thousands of United States dollars*)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	256.8	–	–
Consultants	16.6	46.9	49.9
Travel of staff	52.8	63.6	66.6
Fellowships, grants and contributions	–	33.9	33.9
Total	**326.2**	**144.4**	**150.4**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*[a]
(a) Enhanced capacity of countries of the region to integrate sustainability criteria into development policies and measures, particularly in relation to the implementation of Rio+20 outcomes	(a) Number of countries that, having received ECLAC advisory services, use relevant recommendations to integrate sustainability criteria in development policies, programmes and measures Baseline 2010-2011: 6 Estimate 2012-2013: 7 Target 2014-2015: 7	The delivery of the programme of work will draw upon the normative and analytical strengths of the subprogramme taking full advantage of the subregional headquarters cross-sectoral expertise. Capacity development will be delivered through: (a) the provision of advisory services to ECLAC member States, upon their request, to devise and monitor the environmental sustainability of public policies as well as climate change management and adaptation policies; (b) organization of training courses, workshops and fellowships to present and discuss methodological frameworks, indicators and models for measuring performance in terms of sustainable development in collaboration with other international organizations (in the region and in other regions as South-South cooperation); and (c) the elaboration of technical studies oriented towards policymaking and the presentation of training materials for public and private sectors and governmental and non-governmental stakeholders in the areas of environmental development policies, integration of sustainable development criteria in public policies (fiscal, investment) and climate change risks management. The delivery of the programme of work will draw upon the normative and analytical strengths of the subprogramme, taking full advantage of the cross-sectoral expertise of the Division and the subprogramme. To ensure the effective delivery of its programme of work, the subprogramme will continue to forge partnerships at different levels (academia, international organizations, development banks, donors) building upon its role as coordinator of regional inter-agency processes and documents, such as "Sustainable Development 20 Years on from the Earth Summit: progress, gaps and strategic guidelines for Latin America and the Caribbean", and its capacity to develop synergies, such as the partnership with the Inter-American Development Bank, the European Union, the Governments of Denmark, Germany, Spain and the United Kingdom of Great Britain and Northern Ireland, to produce the Economics of Climate Change in Latin America and the Caribbean. The subprogramme will implement two existing donor-funded projects and two Development Account projects centred on public policies for sustainable development and management of and adaptation to climate change.
(b) Strengthened technical capacity in ECLAC member countries to develop and implement policies in risk management, vulnerability reduction and adaptation to climate change	(b) (i) Number of countries from the region that, having received technical cooperation services in the area of risk management, vulnerability reduction or adaptation to climate change, implement policies and measures in line with ECLAC recommendations Baseline 2010-2011: 4 Estimate 2012-2013: 5 Target 2014-2015: 5 (ii) Percentage of participants in training workshops organized by ECLAC that acknowledge having improved their capacity in the areas of risk management and adaptation to climate change Baseline 2010-2011: 70 Estimate 2012-2013: 75 Target 2014-2015: 75	

Output summary (participants)				*Impact summary*
	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*	During 2012-2013, this support continues: policymakers and technical staff from Latin America and the Caribbean are receiving capacity-building advice on the economics of climate change and on vulnerability, risks and impacts of a rise in sea level to develop adaptation policies. Several requests have been received for in-depth technical assistance on adaptation in coastal areas. Colombia and Guatemala will have increased their capacity to carry out socioeconomic impact assessments of extreme natural events to formulate risk reduction strategies as part of the natural disasters assessment undertaken in the biennium. In relation to the integration of sustainability criteria in development policies and measures, technical assistance is ongoing with seven countries of the region. All those activities will be reinforced in the biennium 2014-2015 in line with the outcomes of the United Nations Conference on Sustainable Development, the post-2015 agenda and the needs of the region in relation to climate change.
Advisory services	12	12	12	
Seminars/workshops	4 (60)	5 (75)	5 (75)	
Fellowships	1	1	1	
Field projects	2	2	4	
Total	**19**	**20**	**22**	

[a] Indicative; subject to beneficiary requests.

Subprogramme 7. Natural resources and infrastructure

Implementing entity: ECLAC, Natural Resources and Infrastructure Division

Relationship to the biennial programme plan for the period 2014-2015: programme 18, subprogramme 9, expected accomplishments (a) and (b)

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
Consultants	11.5	46.8	49.8
Travel of staff	41.7	63.5	66.5
Fellowships, grants and contributions	–	29.0	29.0
Total	**53.2**	**139.3**	**145.3**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*[a]
(a) Enhanced capacity of Latin American and Caribbean governments to promote and implement policies and tools for the sustainable management of natural resources	(a) (i) Increased number of member States using ECLAC recommendations in the assessment and implementation of policies and tools for the sustainable management of natural resources 2010-2011: 5 Estimate 2012-2013: 7 Target 2014-2015: 8 (ii) Increased number of Latin American and Caribbean countries that, having received technical cooperation from ECLAC, are using the recommendations received in the design of comprehensive policies of infrastructure services, logistics and mobility 2010-2011: not applicable Estimate 2012-2013: 4 Target 2014-2015: 6	The delivery of the programme of work will draw upon the normative and analytical strengths of the subprogramme, taking full advantage of the cross-sectoral expertise of ECLAC regional headquarters. Capacity development will be delivered through: (a) the provision of advisory services to ECLAC member States and other relevant organizations, upon their request, to devise sustainable policies for natural resources, to evaluate public utility, transport, logistics, mobility and infrastructure services at the national and regional levels, with consideration given to integration schemes, and to legislate with a view to promoting productivity gains and equity; those funds are necessary to fill the technical gaps that national and subregional institutions have in those areas; (b) the organization of technical workshops and focused round tables for the exchange of best practices and discussion between officials from developing countries in order to upgrade their professional capabilities in the areas of natural resources management and the design of policy and regulatory frameworks on public utilities, transport, logistics and infrastructure services at the national and regional levels, with consideration given to integration schemes; (c) the elaboration of technical studies oriented towards policymaking, the development of training materials, and the conduct of seminars for private sector, governmental and non-governmental agencies to improve the understanding, assessment and implementation of sustainable policies for natural resources; and (d) the evaluation of public utilities and infrastructure services and legislation with a view to promoting productivity and equity. The subprogramme is expected to undertake at least two new development projects in the areas of sustainable management of natural resources, provision of public utilities or economic infrastructure services at the national and subregional levels in close coordination with the regional integration schemes, such as the Mesoamerica Project and UNASUR. To ensure the effective delivery of its programme of work, the subprogramme will continue to forge partnerships at different levels and draw on the strengths, capacities and synergies with strategic actors from the public and private sectors as well as other United Nations system agencies active in the region; in particular with UNDP for its strong coordination role at the national level and with the United Nations Office for Project Services (UNOPS) for its increasing participation in physical projects, in particular in Central American countries. Other relevant partners from the United Nations system are UN-Water and UNCTAD. Other partners dedicated to exploring synergies and a common approach are OAS, the Inter-American Development Bank, the Development Bank of Latin America, the Latin America and Caribbean Economic System, the Latin American Parliament and the Latin American Energy Organization, among other important institutions.
(b) Strengthened capacity of Latin American and the Caribbean stakeholders to formulate comprehensive and sustainable policies in the areas of infrastructure, logistics and mobility with consideration to regional integration schemes	(b) Increased number of Latin American and Caribbean countries that, having received technical cooperation from ECLAC, express their commitment to advance towards regional policies of infrastructure services in line with ECLAC recommendations 2010-2011: not applicable Estimate 2012-2013: 2 Target 2014-2015: 4	

Output summary (participants)	*Actual 2010-2011*	*Estimate 2012-2013*	*Estimate 2014-2015*	*Impact summary*
Advisory services	10	12	14	During 2012-2013, ECLAC will continue to provide technical assistance to respond to requests from member States related to natural resources and infrastructure. New efforts are being implemented in order to advance towards a regional coordination of different sectoral policies. In particular, the subprogramme will organize capacity-building workshops to promote the use of energy efficiency indicators into sectoral policies, including transportation. This will promote cross-sectoral interventions and take advantage of synergies in the subprogramme. It is expected that the scenario for the biennium 2014-2015 will be favourable to advancement in the development of comprehensive policies for sustainable natural resources, energy efficiency and infrastructure services. Moreover, with adequate funding activities and synergies with other initiatives, it could be possible to advance towards subregional coordination policies as a result of the political will and commitments made in the Community of Latin American and Caribbean States, where ECLAC will have a role as a policy adviser. These initiatives would in turn increase the demand for adequate technical assistance in the areas of logistics and physical infrastructure integration. Funds provided in this subprogramme as well as funds from the Development Account, for example, for a recent project entitled "Logistics integration for the sustainable exploitation of natural resources in Latin America and the Caribbean", whose objectives are synergic with this subprogramme in promoting policy improvements (including technical and economic regulations) would be used for the promotion of a more equitable and sustainable physical integration in the region. The Natural Resources and Infrastructure Division estimates that at least four countries are willing to include the recommendations of ECLAC in the coordination of policies on regional infrastructure services.
Seminars/workshops	3 (45)	4 (60)	4 (60)	
Fellowships	2	1	1	
Field projects	2	1	2	
Total	**17**	**18**	**21**	

[a] Indicative; subject to beneficiary requests.

Subprogramme 8. Statistics

Implementing entity: ECLAC, Statistics Division

Relationship to the biennial programme plan for the period 2014-2015: programme 18, subprogramme 11, expected accomplishments (a) and (b)

Objective: To strengthen the capacity of Latin American countries to generate, use and incorporate accurate, timely and relevant statistical information in economic, social and environmental policies in countries of the region

Budget summary (thousands of United States dollars)	*2010-2011 expenditure*	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	639.0	686.7	730.0
Travel of staff	64.4	79.6	83.4
Fellowships, grants and contributions	6.1	27.4	27.4
Total	**709.5**	**793.7**	**840.8**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*[a]
(a) Strengthened capacity and understanding of national staff in member countries to compile, monitor and disseminate core social and environmental data (in particular those included in the Millennium Development Goals and other internationally agreed development goals, taking into consideration those that may derive from the Beyond 2015 Development Agenda) to support policy planning and formulation	(a) (i) Number of countries assisted that have used methodological recommendations obtained from the advisory missions in the design of household surveys Baseline 2010-2011: 8 Estimate 2012-2013: 9 Target 2014-2015: 10 (ii) Percentage of participants in training workshops acknowledging having benefited from recommendations received to improve monitoring of social issues and the Millennium Development Goals Baseline 2010-2011: 70 Estimate 2012-2013: 75 Target 2014-2015: 78	The delivery of the programme of work will draw upon the normative and analytical strengths of the subprogramme, taking full advantage of the subregional headquarters' cross-sectoral expertise. Capacity development will be delivered through: (a) the provision of advisory services to ECLAC member States, upon their request, to strengthen their capacity to collect, compile, store, analyse and disseminate official statistics and indicators in the areas of national accounts and social and environmental statistics, and to produce high-quality data for policymaking, with a special focus on censuses and basic economic statistics and indicators; (b) workshops and training courses to improve upon the methodologies used in the collection and analysis of national accounts, household surveys, social and environmental statistics, monitoring of the internationally agreed development goals and design of related social policies; and (c) technical studies oriented towards national statistical offices and other relevant public institutions to improve their capacity in the production of economic, social and environmental statistics. The subprogramme will implement selected donor-funded projects, and it will aim at undertaking two Development Account projects in the areas of economic and environmental accounting as well as social statistics, in particular those related to indicators for the Millennium Development Goals and those that may derive from the development agenda beyond 2015. To ensure the effective delivery of its programme of work, the subprogramme will continue to forge partnerships at different levels and draw on the strengths, capacities and synergies with the Statistics Division of the Department of Economic and Social Affairs, the regional commissions, UNDP, for its strong coordination role at the national level, the World Bank, subregional organizations, such as the Central America Panama Dominican Republic Regional Technical Assistance Centre, the Caribbean Regional Technical Assistance Centre, the Caribbean Community, the Eastern Caribbean Central Bank, the Andean Community of Nations, and other United Nations system agencies active in the region.
(b) Strengthened capacity of national public institutions of the region to implement the System of National Accounts and to enhance the regional integration of national statistical systems	(b) Number of institutions having received technical cooperation services that have adopted new measures to implement the System of National Accounts Baseline 2010-2011: 5 Estimate 2012-2013: 6 Target 2014-2015: 7	

Output summary (participants)				Impact summary
	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*	
Advisory services	25	30	30	It is anticipated that the number of countries that will be using internationally agreed upon methodological recommendations in the design of household surveys will increase from eight to nine in 2012-2013, while the number of countries that will adopt new measures to implement the System of National Accounts will rise from five to six in the same period. The subprogramme also forecasts that the indicators of achievements will be, respectively, 10 and 7 in the biennium 2014-2015. Some countries will have improved their capacity to produce environmental indicators. Field projects will continue to develop environmental, Millennium Development Goal, price and national accounts indicators and data in the region during the biennium 2012-2013, and might also address, in the biennium 2014-2015, the development of national statistical systems in the region and goals of the development agenda beyond 2015.
Seminars/workshops	2 (45)	3 (60)	4 (60)	
Fellowships	–	2	–	
Field projects	4	4	3	
Total	**31**	**39**	**37**	

[a] Indicative; subject to beneficiary requests.

Subprogramme 9. Subregional activities in Mexico and Central America

Implementing entity: ECLAC, subregional headquarters for Mexico and Central America

Relationship to the biennial programme plan for the period 2014-2015: programme 18, subprogramme 12, expected accomplishment (b)

Objective: To strengthen the institutional capacity of the countries of the subregion to design, evaluate, promote and implement policies and measures for sustainable and equitable economic and social development

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	325.2	384.2	150.6
Consultants	27.5	72.6	78.1
Travel of staff	105.0	105.9	111.0
Fellowships, grants and contributions	3.1	27.6	27.6
Total	**460.8**	**590.3**	**367.3**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*[a]
(a) Enhanced national and subregional institutional capacity to design, evaluate, promote and implement policies and frameworks/mechanisms on economic and social development and integration, employment, and trade and productive/competitive development	(a) Increased number of countries that, having received ECLAC technical assistance services, apply recommendations in the areas of economic and social development and integration, employment, and trade and productive/competitive development Baseline 2010-2011: 4 Estimate 2012-2013: 5 Target 2014-2015: 6	The delivery of the programme of work will draw upon the normative and analytical strengths of the subprogramme, taking full advantage of the subregional headquarters' cross-sectoral expertise. Capacity development will be delivered through: (a) advisory services comprising skilled in-house and outsourced technical experts to address specific needs of a more technical nature; (b) subregional and national training workshops to promote the more effective transfer of knowledge; (c) production of training materials on specific methodologies to allow for the transfer of general experiences; and (d) facilitation of the creation of networks of local expertise to strengthen linkages between developing countries through the exchange of best practices. The subprogramme will implement four donor-funded projects in the areas of: (a) financial inclusion and/or regional integration — the experience of Mexico, Central America or selected countries of the subregion; (b) integration and mutual obligation in access to and standards of education in Central America; (c) income support programmes including basic income policies for social development, poverty eradication and reduction of inequality; (d) productive policies, with a view to an in-depth analysis of trade linkages in the region. To ensure the effective delivery of its programme of work, the subprogramme will continue to forge partnerships at different levels and drawup on strengths, capacities and synergies with strategic actors from the public and private sectors as well as with other United Nations system agencies active in the subregion. The subprogramme will receive feedback from the beneficiaries on the usefulness of its capacity-development interventions and awareness-raising of challenges ahead. The subprogramme will continue to strengthen its own internal capacities by bringing in short-term advisory services and external experts/consultants in emerging areas.
(b) Enhanced national and subregional institutional capacity to design, evaluate, promote and implement policies and frameworks/mechanisms on energy, and climate change adaptation and mitigation, including in the agricultural sector	(b) (i) Increased number of countries that, having received ECLAC technical assistance services, apply recommendations received in the areas of energy, and climate change adaptation and mitigation, including in the agricultural sector Baseline 2010-2011: 4 Estimate 2012-2013: 5 Target 2014-2015: 6 (ii) Percentage of trainees that, having participated in ECLAC capacity-building courses, acknowledge the usefulness of the methodologies, techniques and tools received in the areas of energy, and climate change adaptation and mitigation, including in the agricultural sector Baseline 2010-2011: 75 Estimate 2012-2013: 80 Target 2014-2015: 83	

Output summary (participants)				*Impact summary*
	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*	
Advisory services	123	104	106	In 2012-2013, the subprogramme supported member countries in the subregion in the identification of the main economic restrictions to achieving high-level and equitable growth. As the global crisis continued, the subregional headquarters assisted countries in the subregions in identifying macroeconomic challenges (monetary, fiscal, financial and macroprudential) and options to take into account in the preparation of their national macroeconomic policies. On the social front, the subprogramme supported the implementation of the Central American social integration strategy; and the subprogramme developed various proposals for strengthening national capacities for the design and implementation of social policies linked to regional integration. In collaboration with the Central American Social Integration Secretariat, ECLAC-Central American Social Integration Secretariat support and follow-up on the implementation of the recommendations at the national and subregional levels will continue in 2013. The subprogramme will also continue to advise some member countries in the subregion (El Salvador, Guatemala and Mexico) on industrial and innovation policies towards the development of integrated approaches for the insertion of small- and medium-sized enterprises into global value chains. Moreover, following the successful experience in supporting Nicaragua in the development of its national plan for science, technology and innovation, the subprogramme played an essential role in the transfer of good practices, in particular in managing innovation in small- and medium-sized enterprises; building capacity among support institutions and creating a supply of qualified technicians in innovation management in small- and medium-sized enterprises. The subprogramme will continue to provide advice and support to national and subregional initiatives for energy integration and to assist member countries in their efforts towards meeting the goals of the Central American Sustainable Energy Strategy 2020 (countries in the subregion made notable progress in the increased use of renewable energy). The subprogramme will support member countries in the introduction of the use of natural gas, the use of sustainable firewood and of clean stoves, as well as advance the regulatory frameworks to adopt energy efficiency, which are central to mitigating greenhouse gas emissions and very useful in reducing energy bills. The subprogramme will continue to promote South-South cooperation among its member countries following the example of the cooperation between the National Institute for Statistics and Geography of Mexico and the Haitian Institute for Statistics in the development of an indicator of economic activity.
Seminars/workshops	9 (225)	6 (180)	2 (90)	
Fellowships	4	4	4	
Field projects	2	2	4	
Total	**138**	**116**	**116**	

[a] Indicative; subject to beneficiary requests.

Subprogramme 10. Subregional activities in the Caribbean

Implementing entity: ECLAC, subregional headquarters for the Caribbean

Relationship to the biennial programme plan for the period 2014-2015: programme 18, subprogramme 13, expected accomplishment (a)

Objective: To strengthen the development process in the economic, social and environmental fields in the Caribbean and enhance the subregion's cooperation with Latin America

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	226.9	330.1	286.0
Consultants	4.4	30.9	34.1
Travel of staff	78.7	67.8	71.0
Fellowships, grants and contributions	29.7	30.4	30.4
Total	**339.7**	**459.2**	**421.5**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*
(a) Improved capacity of countries in the subregion to address economic, social and environmental development issues	(a) (i) Number of countries that have applied recommendations from ECLAC research findings and advisory services in formulating and implementing policies, programmes and measures to address economic, social and environmental development issues Baseline 2010-2011: 4 Estimate 2012-2013: 5 Target 2014-2015: 6 (ii) Percentage of participants in workshops acknowledging having benefited from ECLAC technical cooperation services to formulate policies, programmes and measures to address economic, social and environmental development issues Baseline 2010-2011: 70 Estimate 2012-2013: 75 Target 2014-2015: 76	Capacity development will be designed and implemented to strengthen the capacity of countries of the subregion to design, evaluate, promote and implement policies and measures for sustainable and equitable economic and social development in the areas of climate change, energy efficiency, macroeconomic modelling frameworks for cross-sectoral development planning, gender equality, ageing and statistics. The delivery of the programme of work will draw upon the normative and analytical strengths of the subprogramme, taking full advantage of the subregional headquarters' cross-sectoral expertise. Capacity development will be delivered through: (a) the provision of advice to member States, upon request, on issues relating to economic, social and environmental issues, including risk reduction and assessment of the socioeconomic and environmental impact of extreme natural events; (b) the organization of workshops to increase knowledge in support of capacity-building in economic, social and environmental matters, including the assessment of natural disasters and the formulation of risk reduction strategies, policies and measures for adaptation to climate change and the mitigation of its impact; (c) development of research materials and studies in support of training and conduct of workshops in the areas of economic, social and sustainable development, risk reduction and the environment, and assessment of the socioeconomic and environmental effects of natural disasters and climate change. To ensure the effective delivery of its programme of work, the subprogramme will continue to forge partnerships at different levels and draw on the strengths, capacities and synergies with ECLAC headquarters, ECLAC subregional headquarters in Mexico, the Caribbean Community secretariat, the Organization of Eastern Caribbean States secretariat, UNDP, UNFPA, and other United Nations specialized agencies, programmes and funds, as well as donor countries.

Output summary (participants)

	Actual 2010-2011	*Estimate 2012-2012*	*Estimate 2014-2015*
Advisory services	25	20	20
Seminars/workshops	1 (20)	3 (60)	3 (60)
Field projects	4	3	1
Total	**30**	**26**	**24**

Impact summary

During the 2012-2013 biennium, it is expected that technical staff from at least five countries will develop their capacity to analyse the implementation of trade, finance and development cooperation agreements, increase their capacity to develop gender and other Millennium Development Goal-related indicators and collect data on gender through seminars and workshops. No requests were received in 2012 from countries of the subregion to assess the impact of natural disasters; it is expected, however, that the subregional headquarters will work with at least two countries in this area in 2013.

In the biennium 2014-2015, the subprogramme will also focus on capacity-building of personnel from at least six countries on areas related to financing for development, the application of technology and innovation to enhance the development process, the development of indicators to monitor the Millennium Development Goals and the other internationally agreed development goals, the production and use of statistics and the management of energy and renewable energy resources

5. Economic and social development in Western Asia: $5,437,700

23.44 The activities in this area will be implemented by the Economic and Social Commission for Western Asia (ESCWA) in support of programme 19, Economic and social development in Western Asia, of the biennial programme plan for the period 2014-2015. In the biennium 2014-2015, activities will focus on strengthening the technical, managerial and organizational capacities of developing member countries to plan and deliver more effective policies and programmes, particularly in support of the Millennium Development Goals and the outcomes of the major United Nations conferences. The programme will also address the emerging needs of the least developed countries and countries emerging from conflict. Special attention will be placed on identifying, testing and supporting the adoption and adaptation of good practices, as well as knowledge-sharing in the areas of water and energy, social policies, globalization, and information and communications technology.

Table 23.20 **Requirements by object of expenditure**

(Thousands of United States dollars)

Regular budget

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*Resource changes*		*Total before recosting*	*Recosting*	*2014-2015 estimate*
			Amount	*Percentage*			
Other staff costs	3 101.3	3 649.0	(153.3)	(4.2)	3 495.7	220.0	3 715.7
Consultants	298.5	559.5	(39.7)	(7.1)	519.8	32.8	552.6
Experts	–	–	–	–	–	–	–
Travel of staff	365.9	475.5	49.5	10.4	525.0	25.0	550.0
Grants and contributions	693.3	623.9	(9.8)	(1.6)	614.1	5.3	619.4
Total	**4 459.0**	**5 307.9**	**(153.3)**	**(2.9)**	**5 154.6**	**283.1**	**5 437.7**

Subprogramme 1. Integrated management of natural resources for sustainable development

Implementing entity: ESCWA, Sustainable Development and Productivity Division

Relationship to the biennial programme plan for the period 2014-2015: programme 19, subprogramme 1, expected accomplishment (b)

Objective: To develop and implement national, subregional and regional policies, strategies and action plans for the sustainable management of water, energy and land

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	362.6	466.1	395.7
Consultants	28.7	76.4	79.4
Travel of staff	48.4	78.8	72.7
Fellowships, grants and contributions	187.5	105.9	112.5
Total	**627.2**	**727.2**	**660.3**

Expected cccomplishments	*Indicators of achievement*	*Activities/outputs/projects*[a]
(a) Enhanced capacity of member countries to design and implement policies, strategies and programmes for greening the productive sectors	(a) Increased number of countries incorporating policies, strategies and programmes for greening the productive sector Baseline 2010-2011: 0 Estimate 2012-2013: 0 Target 2014-2015: 2	The capacity-development activities for the subprogramme will include the delivery of programme of work and draw upon the normative and analytical strengths of the subprogramme, taking full advantage of the Division's cross-sectoral expertise, as follows: (a) Policy advocacy, policy advice and technical support: advisory services will be provided upon the request of member countries by short- to medium-term regional advisers, and skilled in-house or outsourced technical experts to address specific needs of a technical nature. They will address priority challenges to sustainable development in the areas of environment, water, climate change adaptation and mitigation, energy, agriculture and other related areas; (b) Building the capacity of government officials through the provision of seminars/training workshops, fellowships, study tours and knowledge-sharing and networking at the regional, subregional and national levels. It is anticipated to organize regional and subregional training workshops on the themes "Promoting energy efficiency in the industrial sector" and "Building capacity in shared water resources management through legal, institutional and operational frameworks"; in addition, it is planned to provide for several fellowships to support member countries' participation in the Arab Water Week organized by the Arab Countries Water Utilities Association, the Water, Science and Technology Association, the Gulf Water Conference and the World Water Week organized by the Swedish International Development Cooperation Agency and to showcase successful projects on energy efficiency in the industrial sector in the ESCWA region. Furthermore, a study tour will be organized for building capacity in setting up and operating a green help desk. To ensure the effective delivery of its programme of work, the subprogramme will continue to forge its partnership with the Swedish International Development Cooperation Agency, and other partners in the region.
(b) Strengthened capacity of policymakers and official counterparts in member countries to formulate and/or monitor the implementation of policies and programmes and projects on up-scaling energy efficiency in the industrial sector	(b) Number of line Ministries incorporating climate change mitigation and adaptation into their sustainable development strategies Baseline 2010-2011: 2 Estimate 2012-2013: 3 Target 2014-2015: 5	
(c) Enhanced knowledge and skill to formulate policies, implement programmes and develop legislative/institutional frameworks aimed at promoting cooperation for the integrated management of water resources	(c) Number of line Ministries and public institutions developing water and environment management practices, plans and strategies in line with the integrated water resources management principles Baseline 2010-2011: 3 Estimate 2012-2013: 5 Target 2014-2015: 8	

Output summary (participants)				*Impact summary*
	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*	
Advisory services	27	28	30	In the biennium 2012-2013, member countries benefited from the capacity-building tools presented by ESCWA in the form of training workshops, advisory services or fellowships in the thematic areas of productive sectors, water resources management and energy. For the biennium 2014-2015, the subprogramme will further work on developing appropriate mechanisms to strengthen the interface between the subprogramme's normative work and the operational needs of governments at the country level with regard to energy, water resources and the productive sectors. Member countries will benefit from the capacity-building tools presented by ESCWA that address issues such as: green economy for sustainable development and poverty eradication; institutional framework for sustainable development; efficiency measures in the industrial sector; water supply and sanitation; and integrated water resources management and management of shared water resources.
Seminars/workshops	2 (50)	3 (80)	2 (50)	
Fellowships	3	8	4	
Field projects	–	2	–	
Total	32	41	36	

[a] Indicative; subject to beneficiary requests.

Subprogramme 2. Integrated social policies

Implementing entity: ESCWA, Social Development Division

Relationship to the biennial programme plan for the period 2014-2015: programme 19, subprogramme 2, expected accomplishment (a)

Objective: To strengthen national capacity of member countries to develop a rights-based social policy that promotes social integration, social protection, the provision of adequate social services and employment generation

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	353.5	465.2	395.8
Consultants	18.8	67.5	68.6
Travel of staff	30.6	61.6	69.8
Fellowships, grants and contributions	52.7	46.0	43.9
Total	**455.6**	**640.3**	**578.1**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*[a]
(a) Enhanced capacity of governments to develop appropriate social policies to promote social integration, increase social protection and generate employment	(a) Increased number of new integrated social policies, aimed at expanding social protection, improving the provision of social services, generating employment and integrating persons with disabilities Baseline 2010-2011: Not applicable Estimate 2012-2013: 2 Target 2014-2015: 4	The subprogramme aims at developing the capacity of member countries to develop rights-based, inclusive social policies that promote social integration, social protection, the provision of adequate social services and employment generation using a participatory approach that engages citizens. In order to meet the stated objective, the subprogramme will make use of its normative and analytical strengths, taking full advantage of the services of skilled in-house expertise and outsourced short-term advisers and technical experts to address specific technical needs. Capacity development will be delivered through: (a) advisory services to provide technical support and policy advice on developing integrated social policies, improving social protection and employment creation, integrating policies for persons with disabilities, mainstreaming of migration into development planning, adopting participatory social development, including facilitating national stakeholder consultations on integrated social protection, and exploring approaches for increased civic engagement in the social policymaking processes; (b) a regional training workshop on integrating migration into development strategies in the ESCWA region; (c) a capacity-building workshop on addressing the challenges and gaps in existing social protection schemes and programmes; and (d) production of training materials and the documentation and dissemination of successful experiences and best practices from pilot countries to other Member countries.
(b) Enhanced national capacity in adopting participatory mechanisms and ensuring the engagement of civil society in national dialogues and decision-making processes	(b) Increased number of countries where State and non-State actors, including civil society organizations, engage in national dialogues, with ESCWA support and express commitment to use national consultations to review and redress existing social protection policies Baseline 2010-2011: Not applicable Estimate 2012-2013: 1 Target 2014-2015: 3	
(c) Enhanced capacity of governments to mainstream migration issues into development planning	(c) Increased number of member countries reporting progress in the development of national plans of action on migration and development using ESCWA assistance Baseline 2010-2011: 0 Estimate 2012-2013: 1 Target 2014-2015: 3	

Output summary (participants)

	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*
Advisory services	15	30	40
Seminars/workshops/ study tours	1 (21)	1 (25)	2 (32)
Field projects	1	–	–
Total	**17**	**31**	**42**

Impact summary

In 2012-2013, the subprogramme is providing a number of technical advisory services on improving the collection and production of disability data, enhancing strategic planning capacity, rationalizing social protection programmes, reforming labour market policies, in addition to providing assistance to the Libyan Forum for Civil Society and the Ministry of Human Rights in Yemen. Furthermore, training workshops are being organized on national reporting on the implementation of the Convention on the Rights of Persons with Disabilities, mainstreaming youth and migration issues into development planning, in addition to organizing the high-level meeting on social reform and transitions to democracy and a regional conference on social protection and development.

In 2014-2015, the subprogramme will continue to provide advisory services aimed at enhancing national capacity in areas of social protection, integrated social policy, employment generation, civic engagement and participation, and other emerging social issues. In this respect, it is anticipated that the number of new policies in the areas of social protection, employment generation and the integration of persons with disabilities will increase from four in 2012-2013 to six in 2014-2015. Likewise, it is expected that the number of official statements expressing commitment to mainstream migration issues into development planning will increase from one in 2012-2013 to three in 2014-2015. Technical assistance is also expected to contribute to increasing the number of countries reporting progress in the development of national plans of action on migration and development, from one in 2012-2013 to three in 2014-2015. The subprogramme will contribute significantly to laying strong foundations for civic engagement and participation in Libya and Yemen through the use of consensus-building toolkits and manuals. It is expected that the number of countries engaged in similar initiatives would increase to four by 2014-2015, with the support of ESCWA.

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[a] Indicative; subject to beneficiary requests.

Subprogramme 3. Economic development and integration

Implementing entity: ESCWA, Economic Development and Globalization Division

Relationship to the biennial programme plan for the period 2014-2015: programme 19, subprogramme 3, expected accomplishment (a)

Objective: To strengthen national capacity to develop inclusive and equitable socioeconomic conditions through pro-poor growth policies focused on employment generation and inclusive and equitable financial policies

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	1 284.7	1 351.1	1 340.4
Consultants	143.5	128.4	151.6
Travel of staff	60.1	94.0	137.0
Fellowships, grants and contributions	106.2	146.0	88.9
Total	**1 594.5**	**1 719.5**	**1 717.9**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*
(a) Strengthened capacity of member countries to undertake human development and governance analysis through relevant and new measurement techniques	(a) (i) Number of member countries adopting ESCWA recommendations for human development assessments Baseline 2010-2011: 0 Estimate 2012-2013: 1 Target 2014-2015: 2	The delivery of the programme of work will be designed so that the extension of normative and analytical activities can have outcome linkages with operational activities with the region's stakeholders. Capacity development will be delivered through: (a) advisory services by intermediate-term regional advisers who can address specific technical needs in a medium-term range (6 to 12 months); (b) short-term ad hoc advisory services comprising skilled in-house and outsourced technical experts to address specific technical needs; (c) national, subregional, regional and interregional training workshops to promote more effective transfer of knowledge (in the areas of promoting regional integration, macroeconomic policies, trade facilitation and road safety); (d) production of training material on specific methodologies to allow for the transfer of general experiences made in pilot countries to other member countries; and (e) establishing/strengthening networks of regional expertise through the exchange of experiences, case studies and best practices. More specifically, the subprogramme is planning the following activities: (a) A training workshop on measuring human development and governance indicators will build on the analytical work conducted by ESCWA in 2013. The workshop will introduce the recommendations stated in ESCWA analytical studies/reports to the member countries; (b) Technical assistance and advisory services to assist countries in the implementation of the action plan and for human development assessments.

(b) Strengthened national capacity to develop inclusive and equitable development policies through pro-poor growth policies focused on employment generation and inclusive and equitable financial policies	(b) Increased number of member countries adopting an inclusive and fair social and macroeconomic policy framework Baseline 2010-2011: 0 Estimate 2012-2013: 1 Target 2014-2015: 2	Advisory services and technical assistance will be provided to countries for human development assessment to implement the recommendations from the analytical work. They will include capacity-building and support for human development assessments and the quantification of governance. A series of advisory services on issues related to macroeconomic policy convergence and trade facilitation will be also conducted in some member countries. Workshop on negotiating treaties with international financial institutions will be conducted. Advisory services will be provided to member countries in the areas of investment policies, financing small- and medium-sized enterprises, remittances, public-private partnerships, and financial sector development. A regional workshop on macroeconomic policy convergence and regional integration in 2014 will enhance capacities to identify appropriate macroeconomic policies convergence with a view to fostering regional integration process in the region. Another national workshop will be held in 2015 in one of the member countries to strengthen the analytical work of studying the impact of administrative non-technical barriers on international trade expansion in the region, while offering a forum for policymakers, experts and practitioners from ESCWA member countries to share their experiences and exchange views on effective policy orientations and actions.
(c) Enhanced capacity of member countries to adopt policies recommended in the Monterrey Consensus and on financing for development resolutions	(c) Increased number of policies and measures adopted by member countries to implement the Monterrey Consensus and resolutions on financing for development Baseline 2010-2011: 2 Estimate 2012-2013: 3 Target 2014-2015: 4	

Output summary (participants)

	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*
Advisory services	11	16	22
Seminars/workshops	2 (160)	5 (200)	6 (200)
Total	**13**	**21**	**28**

Impact summary

In 2012, nine national workshops/seminars were held as follows: (a) national workshop on the theme "Development of living standards in Jordan based on the results of household income and expenditure 2002-2010" (Jordan, February 2012); (b) a national workshop on the Maquette for Millennium Development Goal Simulations, Ministry of Planning and International Cooperation and ESCWA (Jordan, 27-29 March); (c) a national seminar on the single window concept (Sudan, 20-24 February); (d) a national training workshop and study tour on weigh station mechanisms for the Iraqi delegation, in cooperation with the Ministry of Public Works and Housing of Jordan (Amman, 10-16 February); (e) a national training workshop on the theme "Transport and trade facilitation in Egypt" (Egypt, 11 April); (f) a national training workshop to implement the methodology workshop on resettlement Millennium Development Goals, which was held in collaboration with the National Population Council (Sudan, 10-12 June); (g) a regional workshop on the Implementation of the Action Plan for the United Nations Decade of Action for Road Safety in the ESCWA Region (Jordan, 14-15 November); (h) a national training workshop on computable general equilibrium modelling techniques for Jordanian officials and experts (Jordan, 4-8 November); and (i) a national workshop on bilateral investment treaties for Iraqi government officials (Beirut, 5-9 November 2012). In 2013, more advisory services on modelling are planned for other countries. Upon the receipt of several requests for technical assistance, additional advisory services are planned for 2013, mainly for Jordan, Oman, Saudi Arabia and the United Arab Emirates, among others.

Subprogramme 4. Information and communications technology for regional integration

Implementing entity: ESCWA, Information and Communications Technology Division

Relationship to the biennial programme plan for the period 2014-2015: programme 19, subprogramme 4, expected accomplishment (a)

Objective: To enhance the capacity of member countries to fully operationalize knowledge-based economies for sustainable economic growth and poverty alleviation

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	372.5	466.5	395.9
Consultants	25.2	60.0	58.5
Travel of staff	74.3	78.2	82.0
Fellowships, grants and contributions	51.1	48.0	48.0
Total	**523.1**	**652.7**	**584.4**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*
(a) Improved advocacy for enhancing the information society and moving towards a knowledge-based economy, within the context of the outcomes of the World Summit on the Information Society, the ESCWA Regional Plan of Action for Building the Information Society and other regional ICT strategies	(a) (i) Increase in the number of countries expressing official interest in enhancing the information society and moving towards a knowledge-based economy, within the context of the World Summit on the Information Society outcomes and the Regional Plan of Action Baseline 2010-2011: 6 Estimate 2012-2013: 8 Target 2014-2015: 10	Providing member governments with policy advice and technical support in the field of ICT policies and applications, in support of the formulation and implementation of plans of action and programmes at the national, subregional and regional levels. Technical cooperation would support: the formulation of national, subregional and regional programmes focusing on policy and strategy, legal and regulatory frameworks, ICT applications and e-services; digital Arabic content, Internet governance, measurement of the information society and knowledge-based economy, innovation and entrepreneurship, e-government and e-services, impact of ICT on socioeconomic development, formulation and conduct of capacity-building training workshops; and exchange of regional experiences and networking, including the promotion of good practices and lessons learned in the information society; organizing workshops on regional policy for promoting safer cyberspace in the Arab region; and promoting innovation for knowledge-based economies. ESCWA will collaborate with various international and regional partners, such as the League of Arab States, UNCTAD, UNODC, ITU and the Union of Arab Banks. Activities planned for 2014-2015, especially capacity-building workshops, are closely linked to regular budget activities and outputs. In fact, the non-recurrent publication *Moving Together: Regional Policy Recommendations on Cybercrime and Cybersecurity Enforcement* will be the main background material for the capacity-building workshop on regional policy for promoting safer cyberspace in the Arab region.
(b) Strengthened knowledge and improved skills of national offices to develop and implement plans of action and mechanisms to expand the use of ICT for sustainable socioeconomic development	(b) Increase in the number of national offices that take steps to implement recommendations made by ESCWA in the field of the information society and ICT for socioeconomic development Baseline 2010-2011: 8 Estimate 2012-2013: 11 Target 2014-2015: 14	

Output summary (participants)	*Actual 2010-2011*	*Estimate 2012-2013*	*Estimate 2014-2015*
Advisory services	11	30	28
Seminars/workshops	2 (96)	3 (60)	4 (48)
Total	**13**	**33**	**32**

Impact summary

During 2012, 10 advisory missions were provided to member countries, and it is estimated that 10 missions will be provided during 2013. Two workshops will be organized during 2013, one on the application of ICT impact measurement models and the second on Arab Internet governance.

The subprogramme will contribute to improve understanding of opportunities and challenges faced at the national, subregional and regional levels for implementing the Regional Plan of Action and the Arab ICT strategy for developing the information society, building a knowledge-based economy and promoting regionally harmonized cyberspace. Special attention will be given to: building governmental capacity, especially in the least developed country (Yemen) and countries emerging from conflict (Iraq, Lebanon and the Occupied Palestinian Territory), in order to bridge the digital divide between the Gulf Cooperation Council and other ESCWA member countries; increasing understanding and improving the skills of national offices on ICT impact indicators and means for measurement, monitoring and reporting for policymaking; promoting the harmonization of cyberlegislation, encouraging a knowledge-based economy, implementing policies and plans of action to enhance the ICT sector, and improving the provision of ICT applications and e-services for achieving the Millennium Development Goals and the target of the World Summit on the Information Society. The subprogramme will also contribute to strengthening networking and knowledge-sharing through building communities of practice in the areas of ICT policymaking, digital Arabic content, cyberlegislation, Arab Internet governance, ICT for socioeconomic development and others, and ensure the effective use of ICTs at the national and regional levels.

Subprogramme 5. Statistics for evidence-based policymaking

Implementing entity: ESCWA, Statistics Division

Relationship to the biennial programme plan for the period 2014-2015: programme 19, subprogramme 5, expected accomplishment (b)

Objective: To enhance national capacity to produce and disseminate official statistics in line with the Fundamental Principles of Official Statistics

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	342.6	462.2	395.9
Consultants	27.4	154.7	114.3
Travel of staff	95.0	86.1	90.2
Fellowships, grants and contributions	129.0	68.0	108.7
Total	**594.0**	**771.0**	**709.1**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*
(a) Enhance the capacity of member countries to adopt new or revised international statistical standards, including the System of National Accounts, foundational socioeconomic classifications and compliance with the Fundamental Principles of Official Statistics	(a) Increased number of ESCWA member countries adopting new or revised international statistical standards (the System of National Accounts and foundational socioeconomic classifications), with particular emphasis on conflict-stricken countries and those that are less statistically developed, with ESCWA assistance Baseline 2010-2011: 10 Estimate 2012-2013: 12 Target 2014-2015: 14	The delivery of the programme of work will draw upon the objective of the subprogramme and will take advantage of the knowledge and expertise of the staff of the Division. Capacity development will be delivered through: (a) the provision of advisory services that will support the main areas of economic statistics, including national accounts, international trade, sectoral and environmental statistics and indicators, sampling, classifications and business surveys; (b) the development of regional methodologies and the implementation of global and international standards to promote global, international and regional comparisons of statistics; (c) the provision of support in areas related to the improvement of national institutional frameworks, population censuses, surveys, classifications and social, demographic and gender statistics and indicators; (d) regional training workshops on short-term economic statistics, gender statistics and social indicators to promote the more effective transfer of knowledge and the know-how; and (e) manuals and training materials on specific methodologies to continuously update the skills and knowledge of national statistics offices to increase the availability and frequency of socioeconomic statistics. The subprogramme will organize four training workshops on: (a) short-term economic statistics and early warning indicators; (b) labour statistics; (c) gender statistics; and (d) progress of societies.
(b) Enhance the capacity of national statistical offices to produce and disseminate, with ESCWA assistance, relevant, timely, reliable and comparable economic and environmental statistics and indicators	(b) Increased number of member countries that provide at least 60 per cent of core indicators for the ESCWA statistical database Baseline 2010-2011: 10 Estimate 2012-2013: 12 Target 2014-2015: 14	

Output summary (participants)	*Actual 2010-2011*	*Estimate 2012-2013*	*Estimate 2014-2015*	*Impact summary*
Advisory services	30	30	28	In 2012-2013, advisory services were provided on: (a) the System of National Accounts to Jordan (multiple), Kuwait, Lebanon and the Syrian Arab Republic; (b) development indicators and poverty to Bahrain, Iraq, Jordan (multiple), Morocco and Palestine; (c) population statistics and censuses to Iraq (multiple), Palestine, the United Arab Emirates and Saudi Arabia; (d) early warning and Islamic indicators to Jordan; and (e) external trade indices to the United Arab Emirates. All those services resulted in the implementation of new and/or improvement of existing statistical surveys. In 2012, activities concentrated on implementation of the System of National Accounts (Iraq, Jordan, Kuwait, Oman, the Sudan and the Syrian Arab Republic), completion of population census in the State of Palestine (harmonizing and analysing data on Gaza and the West Bank), environment and water statistics (subregional workshop) and gender statistics (Bahrain and Saudi Arabia).
Seminars/workshops	7 (160)	4 (100)	4 (100)	
Fellowships	8	4	–	
Total	**45**	**38**	**32**	

Subprogramme 6. Advancement of women

Implementing entity: ESCWA, Centre for Women

Relationship to the biennial programme plan for the period 2014-2015: programme 19, subprogramme 6, expected accomplishment (a)

Objective: To enhance the capacity of member countries to adopt gender-sensitive policies, legislation and budgets in order to attain equal rights of women

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	385.3	417.6	396.0
Consultants	1.5	30.0	16.3
Travel of staff	37.9	49.3	47.8
Fellowships, grants and contributions	80.6	102.0	120.0
Total	**505.3**	**598.9**	**580.1**

Expected accomplishments	*Indicators of achievement*[a]	*Activities/outputs/projects*[a]
(a) Enhanced capacities of national machineries for women to formulate and implement gender-sensitive policies and frameworks/ mechanisms	(a) Increased number of member countries that adopt with ESCWA assistance a gender mainstreaming approach in national policies Baseline 2010-2011: 12 Estimate 2012-2013: 14 Target 2014-2015: 16	Capacity development in the areas of gender equality and the advancement of women will be designed and implemented to strengthen the capacity of member countries to: (a) integrate a gender perspective into their policies, plans and programmes; and (b) combat gender-based violence through the enactment of legislation, adoption of specific measures and development of plans of action. Capacity-development activity will be delivered through: (a) advisory services comprising skilled in-house and outsourced technical experts to address specific needs of a more technical nature; and (b) regional training workshops to promote the effective transfer of knowledge. Thus, in addition to providing demand-driven advisory services to member States on specific areas, such as gender mainstreaming and gender budgeting, the subprogramme will also organize the following three regional workshops: (a) capacity-building workshop in preparation for the Beijing+20 regional review; (b) capacity-building workshop to address gaps and challenges in the area of provision of services to survivors of violence against women; and (c) capacity-building workshop using the ESCWA tool kit for the provision of service to survivors of violence against women. The subprogramme will forge partnerships at different levels and draw upon strengths, capacities and synergies with agencies and partners at the national and regional levels such as UN-Women, the League of Arab States and the Arab Women Organization. The subprogramme will bolster and implement its own internal capacities by bringing in short-term advisory services and external experts/consultants in emerging areas.
(b) Enhanced capacity of member countries to combat gender-based violence through enactment of legislation and development of national action plans	(b) Increased number of member countries that adopt measures with ESCWA assistance to combat gender-based violence Baseline 2010-2011: 0 Estimate 2012-2013: 3 Target 2014-2015: 6	

Output summary (participants)

	Actual 2010-2011	*Estimate 2012-2013*	*Estimate 2014-2015*
Advisory services	44	25	23
Seminars/workshops	2 (55)	7 (105)	10 (200)
Fellowships	–	–	1
Total	**46**	**32**	**34**

Impact summary

Capacity-development efforts have resulted in an increase in the number of ESCWA member countries that have adopted a gender mainstreaming approach in national policies, from 12 member countries in 2010-2011 to 14 in 2012-2013. Those efforts also resulted in an increase in the number of member countries that have adopted measures with ESCWA assistance to combat gender-based violence. Since 2010, 10 member countries, namely, Bahrain, Egypt, Jordan, Kuwait, Lebanon, Saudi Arabia, the Sudan, the Syrian Arab Republic, United Arab Emirates and Yemen, benefited directly from advisory services and technical cooperation assistance provided by ESCWA. Those activities resulted in the training of more than 300 officials in the areas of gender mainstreaming, strategic planning and reporting to the Committee on the Elimination of Discrimination against Women. In addition, ESCWA organized in 2011 a study tour to Jordan for officials from the Ministry of Social Affairs of Lebanon in order to introduce them to the Jordanian experience in gender mainstreaming through the establishment of a successful gender focal point system in different ministries.

Activities will focus in 2014-2015 on further building the capacity of member countries in gender mainstreaming , especially in the context of the 20-year review of progress achieved in implementation of the Beijing Declaration and Platform for Action (Beijing+20). The subprogramme will organize in 2014-2015 two regional capacity-building workshops on the themes “Addressing gaps and challenges in the area of provision of services to survivors of violence against women” and “Using the ESCWA tool kit for the provision of services to survivors of violence against women”.

[a] Indicative; subject to beneficiary requests.

Subprogramme 7. Conflict mitigation and development

Implementing entity: ESCWA, Section for Emerging and Conflict-related Issues

Relationship to the biennial programme plan for the period 2014-2015: programme 19, subprogramme 7, expected accomplishments (a) and (b)

Objective: To enhance the technical, human and institutional capacity of member countries affected by conflict and countries in transition to implement democratic governance reform institution-building practices, and recovery and peacebuilding plans

Budget summary (thousands of United States dollars)

	2010-2011 expenditure	*2012-2013 resources at revised rates*	*2014-2015 estimate*
General temporary assistance	–	20.3	396.0
Consultants	53.5	42.5	63.9
Travel of staff	19.5	27.5	50.5
Fellowships, grants and contributions	86.2	108.0	97.4
Total	**159.2**	**198.3**	**607.8**

Expected accomplishments	*Indicators of achievement*	*Activities/outputs/projects*
(a) Enhanced capacity of member countries affected by conflict and countries in transition to implement democratic governance and institution-building practices, through monitoring progress on governance and public sector modernization	(a) Increased number of national stakeholders collaborating with ESCWA and that are committed to its initiatives on promoting democratic governance and mitigating the impact of conflict Baseline 2010-2011: 1 Estimate 2012-2013: 3 Target 2014-2015: 6	The Section is working with member States to mitigate the impact of conflict and its spillover effects through strengthening dialogue, peacebuilding, governance, and public sector modernization. In that respect, the following activities are planned to be implemented during the biennium to operationalize the normative work achieved: (a) Technical assistance and policy advisory services comprising skilled in-house and outsourced technical experts to address specific needs, namely, on monitoring progress on governance and the formulation of institutional development or public sector modernization programmes, national dialogue, designing of peacebuilding and conflict-prevention policies, proposing suitable responses to emerging challenges as well as addressing the socioeconomic ramifications of conflict and its spillover effects; (b) Capacity-building workshops at the regional, subregional and interregional levels on integrating governance reform into strategies, policies, plans and projects; institutional development prioritization to better meet the challenges arising from democratic transition and/or political reform; and enhancing regional coordination regarding the effectiveness of regional aid to Palestine; (c) Production of training materials on specific methodologies to allow the transfer of specific experiences relevant to the workshops; (d) Formulation of a concept note for a region-wide project to build capacities in member countries and provide tools to monitor efforts to create and sustain capable States that support broad-based growth, sustainable development and poverty reduction; achieve a better understanding of governance processes, mechanisms and policies and promote an analytically based dialogue on governance; maintain governance issues on the agenda of policymakers; improve the capacity of Arab institutions to conduct analytical research and assessment on governance; and assist in assessing institutional capacity by identifying gaps and proposing policy interventions to address them.
(b) Enhanced capacity of member countries affected by conflict and countries in transition to mitigate the impact of crises and/or instability by identifying the root causes of conflict, addressing emerging issues through formulating development policies and utilizing effective national dialogue with the aim of supporting State-building	(b) Increased number of technical cooperation requests by member countries on monitoring progress on governance, on conflict mitigation strategies, and on institutional and human capacity-building activities Baseline 2010-2011: 0 Estimate 2012-2013: 2 Target 2014-2015: 4	

Output summary (participants)

	Actual 2010-2011	*Estimate* 2012-2013	*Estimate* 2014-2015
Advisory services	–	4	2
Seminars/workshops	4 (180)	3 (100)	3 (100)
Fellowships	–	1	1
Total	**4**	**8**	**6**

Impact summary

In 2012, the subprogramme addressed pivotal emerging issues, such as food security and land rights, local governance and service delivery under crisis, and aid coordination. It also supported the least developed countries in the region, namely the Sudan and Yemen, with training in project development in strategic sectors, sponsorship for participation in a regional conference on governance and advisory services on the Millennium Development Goals fast track in the light of the national dialogue in Yemen.

In 2013, the subprogramme expects to continue to receive increasing requests for technical assistance, not only from conflict-afflicted member countries, but also from other countries that seek such assistance for the purpose of policy formulation in order to address emerging trends and mitigate potential crises. The subprogramme also plans to enhance preparedness of member countries to mitigate potential crises and increase the tools at their disposal to cater to such needs, as well as to achieve the internationally agreed development goals.